Assessing Employee Satisfaction and Work Life Quality in A Manufacturing Setting: A Case Study of Escorts Kubota Ltd.

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Abstract:

The current research focuses on a study done at Escorts Kubota Ltd in Faridabad, Haryana, and examines the intricate connection between industrial relations, the quality of work life, and employee job satisfaction. The study incorporates a mixed-methods approach to examine the major variables affecting employee well-being and satisfaction. The current work focuses on job satisfaction and seeks to assess the level of overall job satisfaction among employees at Escorts Kubota Ltd. The research methodology section describes the data-gathering procedure, which was mostly based on questionnaires distributed to Escorts Kubota Ltd employees. The research objectives were carefully examined using statistical tests including Chi-square, correlation analysis, and Cronbach's alpha reliability test. In particular, Chi-square tests show that demographic factors (gender, experience, and age) have a considerable influence on work satisfaction. The conclusion emphasizes the need to take demographic characteristics into account when creating policies aimed at increasing employee work satisfaction while acknowledging the study's limitations. It highlights the significant impact that workplace quality has on worker output and organizational effectiveness. In conclusion, this article offers a detailed analysis of the complex relationships that exist between employment relations, job satisfaction, and the standard of living at Escorts Kubota Ltd.

Keywords: Job satisfaction, quality work life, employee well-being, demographic factors, mixed-methods Research

Introduction:

The impact of industrial relations on workers' quality of work life has received a significant amount of attention in the academic literature **(Low, 2016).** Several studies have looked at multiple aspects of this junction, investigating the effects of industrial relations practices, policies, and dynamics on workers' general well-being and job satisfaction **(Hannif et al., 2008; Shier & Graham, 2011; Akdere& Egan, 2020).** Survey information has been utilized in quantitative research that shed important light on the prevalence and impact of several industrial relations factors on employees' well-being **(Skakon et al., 2010; Grant et al., 2013; Colbert et al., 2016; Charalampous et al., 2019).** Qualitative research, on the contrary hand, has enabled a more in-depth investigation of employees' experiences, perceptions, and attitudes regarding industrial relations practises and their consequences on their work life **(Beauregard & Henry, 2009).** Furthermore, a rising amount of mixed-methods research combines quantitative and qualitative methodologies to give a thorough knowledge of the issue **(Teddlie&Tashakkori, 2009; Onkila&Sarna, 2022).**

Each employee's job is their source of income, and it plays an important part in their lives **(Chandra, 2012).** Employee happiness is critical in businesses since productivity is dependent on it **(Abou, & Imran, 2014).** According to **Saner and Eyupoglu (2012),** inventive and creative personnel enable organisations to evolve and adapt in an appropriate manner when situations and times change. Job satisfaction is defined as psychological reactions to one's job that include evaluative, affective, and behavioural components **(Hulin& Judge, 2003).** It is a mixture of good and bad behaviours displayed by employers or employees towards their work. It has been characterised as the pinnacle of job satisfaction in a variety of contexts, with particular emphasis on the influence of contingent employment contracts **(de Graaf-Zijl, 2012). Statt (2004)** highlighted the fraction of a worker who receives a job incentive, particularly intrinsic motivation then the employee contentment indicates a positive mental and emotional condition.

According to **Walton (1973a),** in order to grasp the quality of work life, the primary conceptual areas that need to be defined are appropriate and fair remuneration, safe and healthy working circumstances, development of human skills, growth and security, and social integration. According to **Delamotte and Walker (1974),** the humanization of work has received attention, and this includes the need to safeguard employees' health and safety. According to **Katzell(1975),** a worker can have a high quality of working life if he has favourable views about his job and its possibilities for the future, chooses to stay on the job, and performs well.

Gollan (2005) looked at an employee's productivity and efficiency and demonstrated that the organisation thought about enhancing human resource management practises through high participation management initiatives. As resources and management's focus on employee commitment rose, so did the performance of workplace outcomes. **Namayandeh et al., (2011)** examined the relationship between work-family conflicts and family work conflicts, where gender differences are the experience of perceived job-life joy and work-family interference. People put in varying amounts of time at work, and both male and female employees struggle with work-family balance. According to the study, married women who are happy in their jobs had less work-family issues **(Namayandeh et al., 2011).** According to **Dogan (2009),** job satisfaction is related to involvement, autonomy, procedural fairness, opportunities for promotion, distributive justice, support from supervisors, and support from coworkers.

According to **Maeran and Cangiano (2013),** the sequence of job characteristics like task repetition, pay, and autonomy has a projected bearing on how inclusive work redesign strategies should be implemented. The study claims that the significance of the task at hand as well as any job-related feedback increases the chance of some limited employee experience overflow into the workplace.

Statement of problem

One of the key elements that has caught the attention of academics and organisational managers alike is job satisfaction. Numerous research has been done to establish the elements that affect job satisfaction and how it affects productivity in the workplace. Measuring the degree of employee satisfaction with their jobs was the main goal of this study. This survey aims to assess the overall job satisfaction of Escorts Kubota Ltd. employees.

Objectives of the study

- To identify the attributes/factors influencing quality of work life inEscorts Kubota Ltd.
- To understand and analyze the level of employee satisfaction towards their jobs inEscorts Kubota Ltd.

Research Methodology

As the sampling unit for the study, the personnel of the Escorts Kubota Ltd, Faridabad, Haryana, have been chosen. The study was done at Escorts Kubota Ltd, and data was collected using a questionnaire that was prepared. A questionnaire and variable scale were constructed to achieve the study's goals, and the results were compiled. The elements (items) that were included in the questionnaire were measured using a 5-point Likert scale.Statistical tests, such as the Chi-square test, correlation analysis, Cronbach's alpha reliability test, and Likert's scale approach, have been employed to analyse the study's objectives using SPSS software version 26.

Analysis and Interpretations

Questionnaires prepared for the present work to study the impact of industrial relation on work life of employees working in Escorts Kubota Ltd, Faridabad, Haryana are shown in **Table 1.**

Table 1. Questionnaire to study the impact of industrial relation on work life

Q. No.	Questions
1	Rate the amount of work pressure you feel in meeting work demand of your job-
2	Your job satisfaction at Escorts Kubota Pvt. Ltd. is-
3	Your personal growth after joining Escorts Kubota Pvt. Ltd. is-
4	Your personal growth before joining Escorts Kubota Pvt. Ltd. is-
5	Management policies and "Code of Conduct" of Escorts Kubota Pvt. Ltd is.
6	How far is collective bargaining effective in solving a conflict and reaching to a mutual agreement.
7	How much is the "CORPORATE SOCIAL RESPONSIBILITY" of Escorts Kubota Pvt. Ltd.
8	Working environment at Escorts Kubota Pvt. Ltd. is-
9	How much you are satisfied with quarters allotted to you by Escorts Kubota Pvt. Ltd.
10	How much does the dispute at workplace affect your "QUALITY OF LIFE"
11	How much your personal problem affects your Industrial Relation-
12	How much your Industrial Relation affect your parent-child relationship.
13	How much as like (major/long term) affect your standard of living-
14	How would you rate the Industrial relation at Escorts Kubota Pvt. Ltd.-
15	How would you rate pay and promotional standards in Escorts Kubota Pvt. Ltd. -

Descriptive statistics

The descriptive statistics and variations in employee job satisfaction with respect to demographic characteristics at Escorts Kubota Ltd. are shown in **Table 2.** Results indicate a substantial relationship between work satisfaction and demographic characteristics. Among the 100 respondents, 62 (60.0%) were men, 30 (30.0%) were women, and 8% of the respondents preferred to remain anonymous. In terms of work satisfaction, there was a significant difference between the gender groups ($p = 0.041$). A total of 37% of respondents reported having more than 10 years of work experience, 30% reported having fewer than 5 years of experience, 20% reported having more than 10 years of experience, and the remaining 13%

reported having more than 20 years of work experience. In terms of job satisfaction, the variations in the experiences of respondents were not statistically significant (p = 0.480). Similar to this, as indicated in **Table 2,** the various age groups did not differ significantly (p = 0.495) in terms of their job satisfaction.

Table 2. Employee demographic factors and difference in job satisfaction

	Personal factors	**No of respondents**	**Percent**	**Cumulative Percent**	**(Mean ± SD)**	**p-value**
Gender	*Male*	62	62.0	62.0	1.85 ± 0.956	0.041
	Female	30	30.0	92.0	2.03 ± 1.098	
	Prefer not to say	8	8.0	100.0	2.88 ± 1.642	
	Total	**100**	**100.0**			
Experience	*Less than 5 years*	30	30.0	30.0	1.77 ± 0.774	0.480
	More than 5 years	37	37.0	67.0	2.05 ± 0.998	
	More than 10 years	20	20.0	87.0	2.00 ± 1.076	
	More than 20 years	13	13.0	100.0	2.31 ± 1.797	
	Total	**100**	**100.0**			
Age	*20-25*	25	25.0	25.3	1.92 ± 1.077	0.495
	25-35	29	29.0	54.5	1.79 ± 0.861	
	35-45	30	30.0	84.8	2.20 ± 1.215	
	45-60	15	15.0	100.0	2.13 ± 1.246	
	Total	**99**	**99.0**			

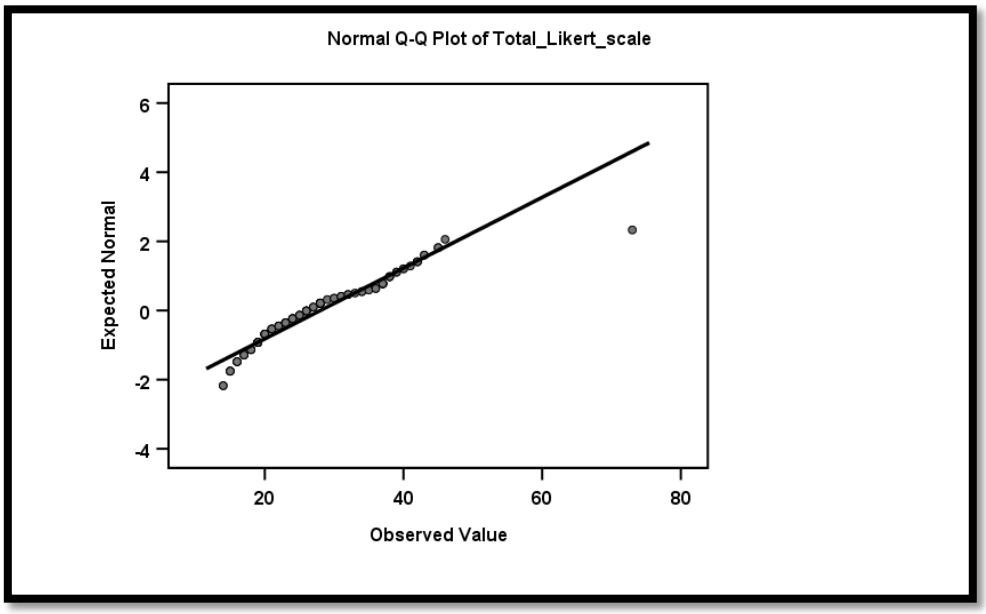
Tests of Normality

The Kolmogorov-Smirnov test was determined to be the most accurate test for distributions that significantly deviate from the normal distribution in terms of structure. According to **Table 3,** the sample size for the entire Likert scale variables was n=100 (n>50). The results of the Kolmogorov-Smirnov test were evaluated. It was concluded that the data met the average distribution criteria at the 0.05 significance level after taking into account the findings for the whole Likert scale (p=0.001). A Q-Q plot is the most helpful graphical tool for identifying how a population distribution differs from a normal distribution, according to **Filliben (1975).** According to **Geary (1947),** the quantiles of a variable's distribution are compared to the quantiles of the normal distribution in normal Q-Q graphs. A typical Q-Q plot, as illustrated in **Figure 1**, shows that the data were normally distributed.

Table 3. Total Likert scale Normality test

	Kolmogorov-Smirnov[a]			**Shapiro-Wilk**		
	Statistic	**df**	**Sig.**	**Statistic**	**df**	**Sig.**
Total_Likert_scale	0.120	100	0.001	0.913	100	0.000
a. Lilliefors Significance Correction						

Figure 1. Total Likert scale normality chart



Reliability test

The item analysis to evaluate the effect of industrial relations on employees' work lives is shown in **Table 4.** The "scale statistics" table provides summary data for the scale's fifteen items. The range (0.648) of the summarised item scores was between 1.463 and 2.111. In the summary of item statistics, the descriptive statistics for items like mean, standard deviation, and variance are shown. Cronbach's Alpha is represented by two different values in the "Reliability Statistics" section. The value of alpha in the second column of **Table 4** is 0.901, which is based on item covariance, which measures the distributions of two variables and is treated as a raw or unstandardized value of alpha.

The value of alpha in the third column is higher (0.911), which is considered as the standardized value of alpha based on item correlation, and the stronger the items are inter-related, the more likely the test is consistent. The selection of alpha must be based on a method of analysis, such as covariance or correlation, rather than on the highest value. Item-total Statistics must be carefully examined in order to generate relevant outcomes, since one might choose which items to eliminate, causing the coefficient of alpha to increase. The first two columns indicated the scale mean and variance if the item had been eliminated. The mean and variance of the summated scores eliminating item 1 are 22.96 and 71.168, respectively, as shown in Table 4.

The caption "Corrected Item-Total Correlation" was intended to identify the correlation between the item designated and the total score for all other items. A good rule of thumb is that these correlation coefficients should be at least 0.40, suggesting that the correlation is fair **(Sharma, 2016).** The "Squared Multiple Correlation" caption is the projected square of the multiple correlation coefficient generated by regressing

the identified individual item on all the remaining items. **Table 4** shows that the anticipated squared multiple correlation is 0.697 when item 1 is regressed on items 2 to 15. The most essential column, "Cronbach's Alpha if Item Deleted," provides the reliability coefficient (Cronbach's alpha) for internal consistency of a scale if an individual item is eliminated from the scale.

Table 4. Cornbach's Alpha reliability statistics

Reliability Statistics	**Cronbach's Alpha**		**Cronbach's Alpha Based on Standardized Items**			**N of Items**
	0.901		0.911			15
Scale Statistics	**Mean**	**Variance**		**Std. Deviation**		**N of Items**
	25.07	82.976		9.109		15
Summary Item Statistics	**Variable**	**Mean**	**Minimum**	**Maximum**	**Range**	**Variance**
	Item Means	1.672	1.463	2.111	0.648	0.043
	Item Variances	0.881	0.586	1.836	1.251	0.120
Item-Total Statistics	**Question No.**	**Scale Mean if Item Deleted**	**Scale Variance if Item Deleted**	**Corrected Item-Total Correlation**	**Squared Multiple Correlation**	**Cronbach's Alpha if Item Deleted**
	Q1	22.96	71.168	0.544	0.697	0.897
	Q2	23.24	71.847	0.497	0.695	0.899
	Q3	23.48	77.877	0.334	0.476	0.902
	Q4	22.96	73.055	0.349	0.398	0.909
	Q5	23.52	72.481	0.707	0.692	0.891
	Q6	23.56	71.987	0.699	0.738	0.890
	Q7	23.43	71.759	0.637	0.663	0.892
	Q8	23.48	71.915	0.689	0.731	0.891
	Q9	23.57	72.702	0.711	0.695	0.891
	Q10	23.61	72.657	0.692	0.701	0.891
	Q11	23.44	72.478	0.693	0.736	0.891
	Q12	23.35	73.025	0.612	0.717	0.893
	Q13	23.30	72.854	0.620	0.616	0.893
	Q14	23.56	72.591	0.655	0.657	0.892
	Q15	23.57	73.494	0.590	0.639	0.894

Correlation

Table 5 illustrates the correlation matrix, which clearly indicates that most questions have significant correlations with one another at the p-value of 0.01 or 0.05 level. The values in bold shows non-significant relationship

Table 5. Inter-item Pearson correlation matrix

Question No.	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15
Q1		.670**	.218*	.309**	.290**	.291**	.222*	.304**	.319**	.228*	.243*	.218*	.225*	**0.187**	.311*
Q2			.320**	**0.176**	**0.187**	**0.184**	.274**	.278**	.293**	.208*	.218*	.204*	**0.166**	**0.135**	.330*
Q3				.348**	.388**	.337**	.241*	.242*	.233*	.270**	.272**	.308**	.400**	.296**	**0.047**
Q4					.277**	.219*	**0.132**	0.164	.221*	.264**	.303**	**0.176**	**0.154**	.266**	**0.151**
Q5						.588**	.374**	.409**	.620**	.508**	.562**	.486**	.470**	.395**	.338*
Q6							.475**	.444**	.513**	.489**	.538**	.517**	.498**	.566**	.459**
Q7								.665**	.393**	.440**	.359**	.283**	.314**	.421**	.368**
Q8									.609**	.542**	.509**	.354**	.381**	.448**	.387**
Q9										.618**	.583**	.460**	.493**	.396**	.457**
Q10											.652**	.579**	.487**	.522**	.432**
Q11												.710**	.556**	.585**	.605**
Q12													.729**	.569**	.487**
Q13														.505**	.545**
Q14															.682**
Q15															
**. Correlation is significant at the 0.01 level (2-tailed).															
*. Correlation is significant at the 0.05 level (2-tailed).															

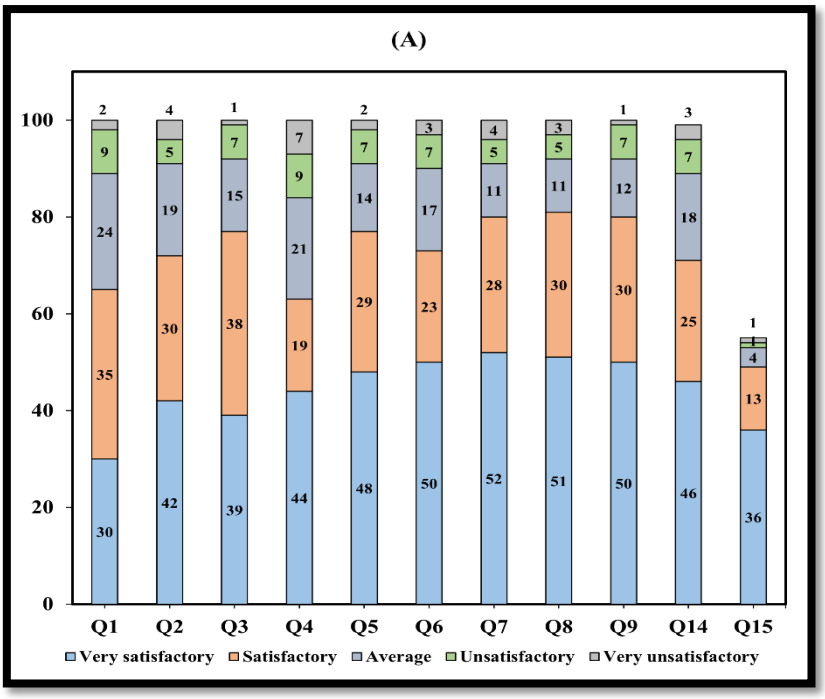
Frequency of response

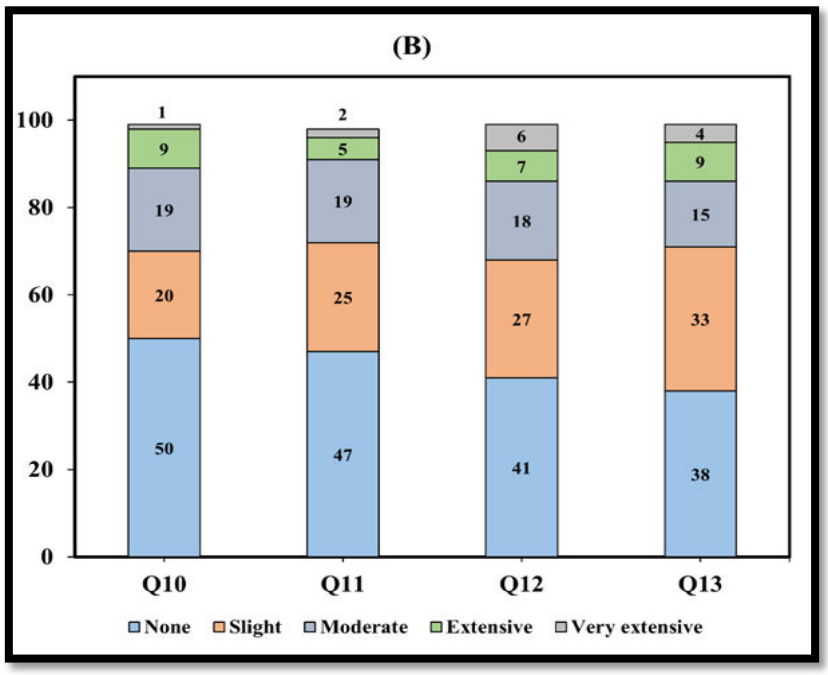
Figure 2 (A) shows the level of satisfaction of the respondents on various questions (Question 1-9, 14 and 15) as listed in **Table 1.** The Likert scale value designated to the response for the mentioned questions were 1 = very satisfactory, 2 = satisfactory, 3 = average, 4 = unsatisfactory, and 5 = very unsatisfactory. Out of the 100 respondents, 30 to 52% respondents gave a very satisfactory response, 13 to 38% gave a

satisfactory response, 4 to 24% respondents showed gave an average, 5 to 9% gave an unsatisfactory response whereas 1 to 4% of the respondents gave a very unsatisfactory response to the questions mentioned earlier.

Similarly, **Figure 2 (B)** shows the response level of 100 respondents in relation to questions 10 to 13 listed in **Table 1.** The Likert scale value designated to the response for the mentioned questions were 1 = none, 2 = slight, 3 = moderate, 4 = extensive, and 5 = very extensive. These questions listed 10 to 13 were related to quality of life, personal problems, parent-child relationship and standard of living respectively. 38 to 50% responded none, 20 to 33% responded slight, 15 to 19% responded moderate, 5 to 9% responded extensive and 1 to 6% responded very extensive as their response to the questions 10 to 13 as listed in **Table 1.**

Figure 2. Frequency table showing response level of 100 respondents **(A)** level of satisfaction of the respondents on questions Question 1-9, 14 and 15, and **(B)** response level of the respondents in relation to questions 10 to 13





Pearson Chi-Square Tests

According to statistical analysis, the Chi-square table value for 8 df at the 5% level of significance is 15.51. Since the computed value of Chi-square for Question 1 (χ^2 = 21.366), Question 2 (χ^2 = 16.431), Question 9 (χ^2 = 21.778), Question 10 (χ^2 = 20.789), and Question 11 (χ^2 = 17.885) is more than the table value in regard to gender (column 3, **Table 6**), the difference is significant. Based on the results of the aforementioned questions stated in **Table 1,** it can be concluded that there is a significant difference in the degree of work satisfaction of employees across the different gender groupings. Since the estimated value for the remaining questions is lower than the table value and the chi-square test result verifies this fact, the null hypothesis is accepted.

Similarly, the statistical analysis shows that at 5% level of significance for df 12 (column 4 and 5, **Table 6**), the table value of Chi-square = 21.03. Since the calculated value of Chi-square for Question 1 (χ^2 = 25.981), and Question 2 (χ^2 = 29.273) is more than the table value in regard to experience (column 3, **Table 6**), the difference is significant. It can be concluded that there is a perceptible variation in the level of job satisfaction of employees across the various work experience groups for the above-mentioned questions listed in **Table 1.** For the remaining questions, the result of chi square test shows that the calculated value is lower than the table value of, therefore the null hypothesis is accepted.

In addition, the calculated value of Chi-square for Question 1 (χ^2 = 25.981) is more than the table value in regard to age groups (column 3, **Table 6**), the difference is significant. Since there is a perceptible variation in the level of job satisfaction of employees across the various work age groups, for the above-mentioned questions listed in Table 1, we can conclude that the differences are significant. As the estimated value for the remaining questions is lower than the table value and the chi-square test result verifies this fact, the null hypothesis is accepted.

Table 6. Pearson Chi-square tests for gender, experience and age

		Gender	Experience	Age
Q1	***Chi-square***	**21.366**	**25.981**	**27.802**
	df	8	12	12
	Sig.	.006*,b,c	.011*,b,c	.006*,b,c
Q2	***Chi-square***	**16.431**	**29.273**	**8.825**
	df	8	12	12
	Sig.	.037*,b,c	.004*,b,c	.718b,c
Q3	***Chi-square***	**3.095**	**10.437**	**23.644**
	df	8	12	12
	Sig.	.928b,c	.578b,c	.023*,b,c
Q4	***Chi-square***	**2.196**	**8.795**	**5.969**
	df	8	12	12
	Sig.	.974b,c	.720b,c	.918b
Q5	***Chi-square***	**14.298**	**11.643**	**9.390**
	df	8	12	12
	Sig.	.074b,c	.475b,c	.669b,c
Q6	***Chi-square***	**7.207**	**6.572**	**11.662**
	df	8	12	12
	Sig.	.514b,c	.885b,c	.473b,c
Q7	***Chi-square***	**5.191**	**9.625**	**10.748**
	df	8	12	12
	Sig.	.737b,c	.649b,c	.551b,c
Q8	***Chi-square***	**5.309**	**19.660**	**12.584**
	df	8	12	12
	Sig.	.724b,c	.074b,c	.400b,c
Q9	***Chi-square***	**21.778**	**11.720**	**15.167**
	df	8	12	12
	Sig.	.005*,b,c	.468b,c	.232b,c
Q10	***Chi-square***	**20.789**	**13.823**	**15.284**
	df	8	12	12
	Sig.	.008*,b,c	.312b,c	.226b,c
Q11	***Chi-square***	**17.885**	**8.430**	**14.254**
	df	8	12	12
	Sig.	.022*,b,c	.751b,c	.285b,c
Q12	***Chi-square***	**11.964**	**12.248**	**16.496**
	df	8	12	12
	Sig.	.153b,c	.426b,c	.170b,c
Q13	***Chi-square***	**13.592**	**12.802**	**7.955**
	df	8	12	12
	Sig.	.093b,c	.384b,c	.789b,c
Q14	***Chi-square***	**13.900**	**9.841**	**15.430**
	df	8	12	12
	Sig.	.084b,c	.630b,c	.219b,c
Q15	***Chi-square***	**13.913**	**19.023**	**16.105**
	df	8	12	12
	Sig.	.084b,c	.088b,c	.186b,c

Results are based on nonempty rows and columns in each innermost subtable.

*. The Chi-square statistic is significant at the .05 level.

b. More than 20% of cells in this sub table have expected cell counts less than 5. Chi-square results may be invalid.

c. The minimum expected cell count in this sub table is less than one. Chi-square results may be invalid.

Limitations of the study

It takes time to collect data, thus getting information from people was not a simple process. Only 100 participants from Escorts Kubota Ltd in Faridabad, Haryana, were included in the study. Hence, a significant limitation is that the full result cannot be regarded as a representative sample of all cases.

Conclusion and Suggestions

This study aimed to investigate the relationship between demographic characteristics and workers' job satisfaction. According to the findings, demographic considerations should be taken into account when developing policies and measures to increase employee work satisfaction. A workplace that fosters and sustains employee happiness aims to enhance working conditions for employees and organisational performance for employers **(Walton, 1973b; Akas, 2015).** According to **Rathamani and Ramchandra (2013),** work is meaningful and completed in teams in Quality of Work Life organizations. It has a profound impact on worker productivity and performance in every business. Employees who are knowledgeable, skilled, and experienced are motivated to work hard and feel appreciated for their contributions, which encourages collaboration and dispute resolution as well as employee commitment, self-efficacy, and organizational performance.

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