



## QUALITY OF WORK LIFE AND DEMOGRAPHIC FACTORS IN MANUFACTURING SME'S

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### ABSTRACT

*Quality of Work-life (QWL) has gained wide attention from various researchers in the recent decade. It is the means for attracting and retaining a talented workforce by providing a conducive and humanized working environment. The present study analyzes the level of QWL in manufacturing Small and Medium Enterprises (SMEs) located in and around Bangalore city. Further, the research attempts to investigate the association between QWL with demographical characteristics. The data were collected using structured questionnaires consisting of general information and questions about nine QWL factors with 49 items. The structured questionnaire was administered to 750 employees, and the responses were analyzed using statistical software. The research findings revealed that all the demographic factors were significantly associated with QWL.*

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### 1. INTRODUCTION

In recent years, organizations have adopted different approaches to achieve excellence and compete in the global market. An organization and its employees are inter-dependent and a mutually beneficial relationship enhances both to create value. Meanwhile, organizations face many challenges due to technological changes, inventions, globalization, information revolution, and markets' changing needs. Hence it becomes necessary for every organization to strive hard to compete in the global market. It can be achieved through appropriate planning and good quality practices, helping firms survive and sustain fierce competition. Accordingly, organizations must develop quality goods and services that can satisfy ever-changing customers' needs and demands.

#### 1.1 Small and Medium Enterprises (SMEs):

SME's as an organization and their employees are inter-dependent and a mutually beneficial relationship. Meanwhile, SME's face many challenges due to rapid technological changes, new inventions, globalization, the revolution in information, and increasing competition. Hence it becomes necessary to strive hard to compete in the global market. It can be achieved through appropriate planning and good quality practices, which helps firms gain a competitive advantage. In response to increasing competition, organizations nowadays are undergoing massive transformations in the way they are structured, managed, and operated. These massive transformations are evident in Small and Medium Enterprises. SMEs in India are vital for employment creation and essential sources of economic growth and foreign currencies. It is therefore not a surprise that SMEs receive ample

attention in India. In recent years, particular attention has been paid to SMEs' development (Tambunan, 2005). India values SMEs for several reasons, such as their potential to create employment and to generate foreign currencies through export and their potential to grow into Larger Enterprises (LEs).

## 1.2 Quality of Work Life and Demographic Characteristics in SMEs:

Previous studies demonstrate the changes in the environment cause more improbability in SMEs than in large companies. The response to environmental changes is different in SMEs than in larger firms (Chen & Hambrick, 1995). In a globally changing landscape characterized by continuous organizational changes and enriched competitive pressures, SMEs' role has become even more important as providers of employment opportunities and key players for local and regional communities' well-being. Quality of work life is directly influenced by various demographics characteristics (Aarthy & Nandhini, 2016). Professional qualification influences employee satisfaction and motivation (Patil and Prabhuswamy, 2013). Gupta (2015) reported that age, income, experience, and gender positively impact employees' QWL. The study by Mehrotra and Khandelwal, (2015) reported that demographic variables namely gender and salary of employees have significant association with QWL. Given the above scenario, it is important to study the influence of demographic variable on QWL of employees in SME to ensure the success of the SMEs sector in Bangalore city.

## 2. LITERATURE REVIEW

In general, the critical part of research work may be a literature review from any sources such as scholarly articles, journal papers, and books relevant to a particular issue or area of research. It provides a detailed description, summary, and critical evaluation of works about the research problem being investigated. Most of the time, reviewing the literature helps us identify key areas that aren't exposed and which happen to be essential information for the present study to discover the literature gap. With the growing importance of the subject under research, some literature delves into demographical factors and QWL in manufacturing sectors.

This section explores and appreciates the available literature on various demographic factors affecting the QWL in the different segments. The present study is concerned with reviewing the literature on the "Demographic variables" and "Quality of Work Life" of employees working in manufacturing SMEs. A survey by Murugan (2012) reported that employees' QWL depends on respondents' and firms' demographic variables. Reynolds et al. (2000) found that entrepreneur aged between 25 to 44 years are the most active and successful in running the firms. Findings from another study in India

by Sinha (1996) disclosed that successful entrepreneurs were relatively younger. Kristiansen et al., (2003) found a significant association between industrialists' age and business success. Mazzarol et al., (1999) found that females were generally less likely to be satisfied than males.

Similarly, Kolvereid (1996) found that males had significantly higher entrepreneurial intentions than females. Further, individuals with prior entrepreneurial experience had extensively higher entrepreneurial intentions than those without such experience. Mazzarol et al. (1999) found that respondents with previous government employment experience were less likely to be successful in handling manufacturing sectors. Research by Charney and Libecap (2000) found that entrepreneurship education produces self-sufficient enterprises. The study also revealed that employee private enterprise education increases the sales growth rates of emerging firms and graduates' assets. Sinha (1996), who analyzed the entrepreneur's educational background, discovered that 72% of the successful entrepreneurs had a minimum technical qualification, whereas most (67%) of the unsuccessful entrepreneurs did not have any technical background. McMahan (2001) found that project size was linked to better business performance. Larger enterprises were found to have a higher level of satisfied employees working in them also, greater reliance upon external investment connected with better business expansion. Table 1 summarizes the studies related to QWL and demographic variables in different context.

This literature review specifies that QWL is a multi-dimensional concept formulated based on several coherent aspects that demand particular consideration to conceptualize and determine. QWL is influenced by sociocultural conditions, nature of jobs, perceptions of job satisfaction, working conditions, salary and benefits, workplace management system (WMS), as well as some demographic variables (Mohammadi et al., 2011; Nayeri et al., 2011; Takase et al., 2014; Moradi et al., 2011). From the literature review, we can also assume that the term QWL is associated with issues related to demographical variables (Chirchir, 2016). Research in QWL should be tailored to particular demographics to make it more effective in keeping the construction workers' more satisfied, thus improving productivity, retention, and quality (Hashim, and Shaidin).

There is a significant association between the duration of the service period and the quality of work-life from the literature. According to the survey carried out by Elamparuthi and Jambulingam (2015) and Kara et al., (2019), employees' gender has no specific relation regarding the degree of their QWL. Still, there is a significant relationship between employees' income, age, work experience and their QWL. Also, the level of education is set as a substantial element for achieving organizational goals. Employees' perception of the

quality of work-life varies according to demographic and organizational attributes. Comprehending this notion would help the management create the circumstances to improve the QWL (Murugan, 2012). Karris and Khurana (1996) observed a significant relationship between QWL and the variables such as education, ethnicity, income

level, job satisfaction and job involvement among the managers in public, private and cooperative industries. There is a significant association between the duration of the service period and the level of quality of work-life in an environment of the people.

**Table 1.** Summary of QWL and demographic variable

Authors	Demographical Factors Affecting QWL	Outcomes
Mohamed, and BedelKhalif,(2017)	<ul style="list-style-type: none"> <li>• Gender</li> <li>• Age</li> <li>• Marital Status</li> <li>• Education</li> </ul>	The outcome of the research indicates that all the considered factors have a significant influence on QWL.
Samuel and Mariadoss, (2021)	<ul style="list-style-type: none"> <li>• Gender</li> <li>• Marital status</li> <li>• Age</li> <li>• Qualification</li> <li>• Religion,</li> <li>• Type of family</li> <li>• Type of house</li> <li>• Residential place</li> <li>• Residential status of accommodation</li> <li>• Occupation</li> <li>• Experiences</li> <li>• Working under any contractor</li> <li>• Nature of employment</li> <li>• Reason for migration</li> <li>• Nature of job</li> <li>• Income</li> <li>• Expenditure, savings and debt</li> </ul>	Age, occupation, experience, nature of job, expenditure and debt. Hence there is no significant relationship between the QWL
Farhadi et al., (2021)	<ul style="list-style-type: none"> <li>• Age</li> <li>• Gender</li> <li>• Level of Education</li> <li>• Marital Status</li> <li>• Working Experience</li> <li>• Employment Status</li> <li>• Working Hours Per Week</li> <li>• Work Location</li> </ul>	Demographic variables affect QWL
Ghasemi et al., (2021)	<ul style="list-style-type: none"> <li>• Age</li> <li>• Work Experience</li> <li>• Working Hours</li> <li>• Gender</li> <li>• Marital Status</li> </ul>	The discomfort of surgeons influences demographic characteristics.
Vaidya and Lumba, (2020)	<ul style="list-style-type: none"> <li>• Age</li> <li>• Gender</li> </ul>	No association between demographic variables and QWL
Srinivas et al., (2019)	<ul style="list-style-type: none"> <li>• Gender</li> <li>• Age</li> <li>• Marital status</li> <li>• Experience</li> <li>• Educational qualification</li> <li>• Designation</li> <li>• Salary</li> </ul>	QWL is dependent on between gender, age, marital status, and experience, while it is independent with respect to educational qualification, designation and salary.
Mahesh and Nanjundeswaraswamy, (2020)	<ul style="list-style-type: none"> <li>• Gender of employees</li> <li>• Nature of work</li> <li>• Education</li> <li>• Experience of employees</li> <li>• Age</li> <li>• Number of employees</li> <li>• Salary</li> </ul>	Gender of employees, Nature of work, Education, Experience of employees, Age, Number of employees, and Salary had no association with QWL

**Table 1.** Summary of QWL and demographic variable (continued)

Authors	Demographical Factors Affecting QWL	Outcomes
Ahmad (2017)	<ul style="list-style-type: none"> <li>• Gender</li> <li>• Age</li> <li>• Educational Qualification</li> <li>• Income</li> <li>• Experience</li> </ul>	Employees' gender has no specific relation regarding the degree of their QWL.
Gupta, (2015)	<ul style="list-style-type: none"> <li>• Gender</li> <li>• Age</li> <li>• Income</li> <li>• Experience</li> </ul>	The study results revealed that age, income, experience and gender have a positive impact on QWL.
Elamparuthy and Jambulingam (2016)	<ul style="list-style-type: none"> <li>• Age</li> <li>• Gender</li> <li>• Salary</li> <li>• Work experience</li> <li>• Designation</li> <li>• Nature of job</li> </ul>	Gender and salary have an association
Arthy and Nandhini (2016)	<ul style="list-style-type: none"> <li>• Age</li> <li>• Gender</li> <li>• Marital Status</li> <li>• Income</li> <li>• Experience</li> </ul>	Age, gender, marital status, income, and experience significantly influence the QWL on faculty
Elamparuthi and Jambulingam, (2015)	<ul style="list-style-type: none"> <li>• Gender</li> <li>• Age</li> <li>• Income</li> <li>• Experience</li> </ul>	There is a significant relationship between IT employees' income, age, work experience and their QWL, and no relationship is found between gender and QWL.
Bhatnagar and Soni (2015)	<ul style="list-style-type: none"> <li>• Gender</li> <li>• Age</li> <li>• work expertise of academics</li> </ul>	The impact of QWL on job satisfaction has been studied supported the demographic variables of gender, age and work expertise of academics
Mehrotra and Khandelwal (2015)	<ul style="list-style-type: none"> <li>• Age</li> <li>• Gender</li> <li>• Salary</li> <li>• Work experience</li> </ul>	A significant association between QWL and demographic characteristics (gender and salary) of the staffs.
Mehrotra and Khandelwal, (2014)	<ul style="list-style-type: none"> <li>• Gender</li> <li>• Salary</li> </ul>	Female employees are more satisfied than male employees, and salary has an association with each other.
Patil and Prabhuswamy, (2013)	<ul style="list-style-type: none"> <li>• Gender</li> <li>• Age</li> </ul>	There is a significant association of gender and age with QWL.
Urošević and Milijić, (2012)	<ul style="list-style-type: none"> <li>• Professional Qualification</li> <li>• Years of Working Experience</li> <li>• Age</li> </ul>	The research shows that professional qualification influences employees QWL.
Bolhari et al., (2011)	<ul style="list-style-type: none"> <li>• Gender</li> <li>• Age</li> <li>• Income</li> <li>• Work experience</li> </ul>	Age, income and work experience are significantly associated with the QWL of IT employees
Bharti et al., (2010)	<ul style="list-style-type: none"> <li>• Work experience</li> </ul>	The service period and the level of QWL in the teaching environment of the people.
Raduan et al., (2006)	<ul style="list-style-type: none"> <li>• Income</li> <li>• Age</li> <li>• Gender</li> <li>• Designation</li> </ul>	The higher the income obtained by the respondents expressed higher the level of QWL.
Wright, (2002)	<ul style="list-style-type: none"> <li>• Age</li> <li>• Employment</li> <li>• Gender</li> <li>• Education</li> <li>• Income</li> </ul>	The age, occupation, gender, education and income are significant to relate with the level of QWL among the employees
Hossain, (1997)	<ul style="list-style-type: none"> <li>• Age</li> </ul>	QWL and work experience among industrial workers in Bangladesh found a positive correlation between work experience and QWL.

**Table 1.** Summary of QWL and demographic variable (continued)

Authors	Demographical Factors Affecting QWL	Outcomes
Karrir and Khurana, (1996)	<ul style="list-style-type: none"> <li>• Education</li> <li>• Ethnicity</li> <li>• Income level</li> </ul>	The results reported a significant correlation among the demographic variables, namely age, period of service, income and education of employees of University and QWL
Delaney and Huselid (1996)	<ul style="list-style-type: none"> <li>• Length of service</li> <li>• Age</li> <li>• Employment</li> <li>• Gender</li> <li>• Education</li> </ul>	Length of service was negatively associated with QWL.
Stamps and Piedmonte, (1986)	<ul style="list-style-type: none"> <li>• Length of employment</li> <li>• Gender</li> <li>• Income</li> <li>• Designation</li> </ul>	Length of employment has both a significant and negative impact on QWL

### 3. BACKGROUND OF THE STUDY

Employees need to have a proper mindset in their work field to utilize their full potential and add value to the organization. First, the QWL is a concept that is directly related to the employee’s satisfaction working in the firm. According to Dolan et al., (2008), QWL is a primary concern for employees and how organizations compressed with this issue both academically and practically. The QWL is to change the climate at work and a human-technological-organizational interface (Luthans, 1995). According to (Davis and Cherns, 1975; Sashkin and Burke, 1987), QWL enhances the company’s productivity and employee identification and a sense of belonging and pride in their work. It is often considered in two directions: the removal of negative aspects of work and working conditions, and another direction is the modification of work and working conditions to enhance employees' capability and promote behavior that is important for individual and society (Kotze, 2005). So, an organization needs to provide employees with proper assessment, which will gratify them and ensure productivity. Hence, the study attempts to know how both firms and employees' demographic profile will affect the QWL existing in the firm.

### 4. RESEARCH METHODOLOGY

The methodology of this research is based on a survey, and the instrument used is a questionnaire. The instrument's content and structure included two parts: the demographic profile (that of employees and firms) and the QWL components. The respondents had managers/entrepreneurs/supervisors/employees. The respondents were asked to provide information about his/her gender, age, qualification, designation in the organization, and their experience. The scale used in this research is a 5-point Likert scale (1: strongly disagree, 2: disagree, 3: neutral, 4: agree, 5: strongly agree) which will provide a range of perceptions and understandings of the respondents.

### 4.1. Formulation of Hypothesis

To find out the relationship between QWL with demographic factors like Age of the firm, Gender of an entrepreneur, size of the firm, etc., eight hypotheses are formulated; these hypotheses are tested for independence using the Chi-square test.

- H<sub>a</sub>:** Gender of the employee has no significant effect on QWL.
- H<sub>b</sub>:** The Age of the Employee has no significant effect on QWL.
- H<sub>c</sub>:** Cost of Projects has no significant effect on QWL.
- H<sub>d</sub>:** Size of the Firm has no significant effect on QWL.
- H<sub>e</sub>:** Salary has no significant effect on QWL.
- H<sub>f</sub>:** Experience has no significant effect on QWL.
- H<sub>g</sub>:** Qualification has no significant effect on QWL.
- H<sub>h</sub>:** Designation has no significant effect on QWL.

### 5. DATA ANALYSIS AND RESULTS

The method through which data was collected was “surveys”, in which the questionnaire was distributed in the companies. Before allocating the questionnaires, we got permission from the respective manufacturing companies' entrepreneurs and discussed the purpose and benefits of this research for organizations. We also guided the respondents about how to fill the questionnaires and what mistakes should be avoided. A total of 900 questionnaires were distributed. The response rate remained 83% which is quite reliable. A total of 150 questionnaires were discarded due to unavoidable errors like missing data, incompleteness and wrong answers. The final sample size used for the analysis was 750. To analyze the collected data, statistical software (Minitab16) was used. Chi-Square test was run to find out the impact and the relationship among the variables and demo factors. After the analysis, the results illustrated that the research model was supported, and the hypothesized relationships were found significant at 0.05.

### 5.1 Analysis of Demographic Variables:

The general demographical factors of SMEs have been recognized as an essential parameter by diverse publications found in the literature survey. The study also sought to estimate the impact of demographic characteristics among the respondents from SMEs. The demographic characteristics for the employees sought in the literature survey were age, gender, job experience and qualifications. Similarly, the firm attributes included size of the firm and cost of the firm. The results of the study are as shown below.

#### Age of the employees

Since the study aimed at manufacturing sectors, an employee's age is directly connected to their delivery skills in the working area. To understand the distribution of age among respondents, the respondents were asked to indicate their age by ticking in the appropriate box. We categorized the different age group as:

- A: 21-30years
- B: 30-40years
- C: 40-50years
- D: 50years and above

The results were as indicated in the following table 2.

**Table 2.** QWL of employees based on the Age

QUALIFICATION	Level of QWL (%)	
	SATISFIED	NOT SATISFIED
Post-Graduation	0	100
Under Graduation	55	45
Diploma	62	38
Industrial Training Institute (ITI)	60	40
Others (above degree)	56	44

From the above tables, it is seen that the employees aged between 30-40 years are more satisfied with their QWL compared to the other group of employees

#### Gender of the employees

From the literature survey, it was noted that gender affects small businesses performance in countries around the globe. However, research findings also indicate that firms' performance in male-owned firms is higher than that in female-owned businesses, as the diversions in the female owning business exist more. For analyzing this gap between male and female employees, the respondents were asked to indicate whether they were male or female and the results of their level of satisfaction areas in the provided table 3.

**Table 3.** QWL of employees based on the Gender

GENDER	Level of QWL (%)	
	SATISFIED	NOT SATISFIED
Female	52	48
Male	58	42

The analysis showed that females are 52% satisfied and males with 58% in their quality of work life. Males are more satisfied than females working in manufacturing SMEs.

#### Qualifications of employees

From the literature survey, it was evident that most unsuccessful entrepreneurs did not have any better qualification background. On the other hand, entrepreneurs with business and good qualification background are in a better position in their field of work. For identifying the satisfaction level, the respondents were asked to provide their educational level details in the provided scale. The qualification details were categorized as:

- A: Post-Graduation
- B: Under Graduation
- C: Diploma
- D: ITI
- E: Others (less than a degree)

The results were as indicated in the following table 4.

**Table 4.** QWL of employees based on the Qualifications of the Employees

AGE OF EMPLOYEES	Level of QWL (%)	
	SATISFIED	NOT SATISFIED
Between 21-30years	57	43
Between 30-40 years	56	44
Between 40-50 years	63	37
50 years and above	40	60

The diploma degree holders are more satisfied in their quality of work-life with the satisfaction level of 62%.

#### Cost of the project:

Although not much research has been carried out on the effect of the cost of the project on QWL. There is greater dependence upon external finance associated with better business growth. Considering this point, the information regarding the cost of the project was categorized:

- A: 1-10 lakhs
- B: 11-25 lakhs
- C: 26-50 lakhs
- D: 51-1crore

The results were as indicated in the following table 5.

**Table 5.** QWL of employees based on Cost of the Project

COST OF THE PROJECT	Level of QWL (%)	
	SATISFIED	NOT SATISFIED
Between 1-10 lakhs	63	37
Between 11-25 lakhs	55	45
Between 26-50 lakhs	58	42
Between 51-1crore	52	48

The above table indicates that the firms with the cost of project ranging from 26 to 50 are highly satisfied (59%) in their quality of work life.

**Designation of the employees**

The designation is assigned based on the experience and qualification of the employees. It must be said that a company’s human resource can reasonably affect the satisfaction factor. The main human resource factor in SMEs will include manager and employees working under him/her. The respondents were asked to indicate if they are managers or employees to compare the satisfaction level among the managers and their employees. The results were as shown in the following table 6.

**Table 6.** QWL of employees based on the Designation

DESIGNATION	Level of QWL (%)	
	SATISFIED	NOT SATISFIED
Managers	59	41
Employees	57	43

In the quality of work-life, managers' satisfaction level is higher than the employees in the same industries with a satisfaction level of 59%.

**Salary of the employees**

To successfully support employee’s quality efforts, organizations need to implement an employee payment system that strongly links quality and employee satisfaction with salaries (Brown et al., 1994). In SMEs, the wages are awarded based on their performance, qualification, experience and skills on the shop floor. The respondents are asked to provide their wages information in the questionnaire. The scale that was set for the salary range:

- A: Less than ₹5000
- B: ₹5000-₹10000
- C: ₹10000-₹20000
- D: more than ₹20000

The results were as indicated in the following table7.

**Table 7.** QWL of employees based on the Salary

SALARY	Level of QWL (%)	
	SATISFIED	NOT SATISFIED
Less than ₹5000	54	46
Between ₹5000-₹10000	61	49
Between ₹10000-₹20000	53	47
more than ₹20000	80	20

The table shows that the employees with high salary are satisfied with their quality of work-life than those with a lesser salary.

**Work experience of the employees**

It refers to the period of service of the employees in the firm they are working. Also, based on the experience, employees are designated and awarded in their work life. The respondents were asked to provide their experience level in the given questionnaire. The experience of the employees is categorized as followed:

- A: 0-5 years
- B: 6-10 years
- C: 11-20 years
- D: 20 years and above

The results were as indicated in the following table 8.

**Table 8.** QWL of employees based on the Experience of the Employees

EXPERIENCE	Level of QWL (%)	
	SATISFIED	NOT SATISFIED
Between 0-5 years	56	44
Between 6-10 years	60	40
Between 11-20 years	55	45
20 years and above	79	21

From the above table, it is seen that employees with experience of more than 20 years are more satisfied than the employees with less experience with a satisfaction level of 79%.

**Size of the firm**

Pursue a precise definition of firm size is considered utopic either because it is speculated that size may be multi-dimensional or because size is deemed to be essentially an ambiguous concept. The size of manufacturing SMEs may vary from two employees to more than 50 employees. The size of the firm considered for the research is categorized as follows:

- A: 0-2 Employees
- B: 3-25 Employees
- C: 26-50 Employees
- D: more than 50 Employees

The results were as indicated in the following table 9.

**Table 9.** QWL of employees based on the Size of the SMEs

SIZE OF THE FIRM	Level of QWL (%)	
	SATISFIED	NOT SATISFIED
Between 0-2 Employees	57	43
Between 3-25 Employees	56	44
Between 26-50 Employees	59	41
More than 50 Employees	57	43

The above table shows that the firm having employees ranging from 26 to 50 employees is more satisfied than the firms with another set of employees.

### 5.2 Chi-square analysis

To know the association of the demographical factors on the QWL in the manufacturing SMEs the chi-square test is conducted for all the variables. The table 10 presents the association between demographic characteristics and quality of work life.

From the table 10, all the considered demographical factors for the study have a significant association with the Quality of Work Life in manufacturing SMEs. The stated hypothesis for all the considered factors has been rejected since the  $\chi^2_{tab}$  value is greater than the  $\chi^2_{cal}$  value for all the calculations.

**Table 10.** Association between demographic characteristic and QWL

DEMOGRAPHIC FACTOR		QWL STATUS		$\chi^2_{tab}$ value	$\chi^2_{cal}$ value	Sig. level
		Satisfied	Not satisfied			
GENDER	Female	30	28	3.841	0.770	Ho reject
	Male	399	293			
DESIGNATION	Managers	88	62	3.841	0.165	Ho reject
	Employees	341	259			
AGE OF EMPLOYEES (YEARS)	21-30	210	157	7.815	1.772	Ho reject
	30-40	171	134			
	40-50	46	27			
	50-60	2	3			
QUALIFICATION	Post-Graduation	0	1	9.488	3.560	Ho reject
	Under Graduation	87	72			
	Diploma	76	46			
	ITI	46	30			
	Others	220	172			
SIZE OF THE FIRM (NO OF EMPLOYEES)	Less than 10	120	90	7.815	0.304	Ho reject
	11- 25	189	146			
	26-50	77	53			
	51 and above	43	32			
EXPERIENCE (YEARS)	0-5	271	213	7.815	3.474	Ho reject
	6-10	97	65			
	11-20	50	40			
	20 and above	11	3			
SALARY (INR)	0-5000	218	187	7.815	6.677	Ho reject
	6000-10000	191	124			
	10000-20000	8	7			
	20000 and above	12	3			
COST OF THE PROJECT	1-10 lakhs	122	72	7.815	4.166	Ho reject
	11-25 lakhs	174	142			
	26-50 lakhs	78	57			
	51-100 lakhs	55	50			

### 6. CONCLUSION

This study tested the effect of demographical factors on QWL in manufacturing SMEs located in and around Bangalore. A significant implication for the findings is that these findings will give a better understanding for industrialists in addressing the factors that will significantly affect the business success in SME. Overall, the verdicts of the present research have delivered satisfactory answers to the research

hypothesis. The study suggested a statistically significant effect between all the considered demographic factors: age, salary, qualification, experience, gender, designation, size of the firm, cost of the project, and QWL. It also revealed that most employees have considered the level of QWL as favorable, which is a predictor of good management. Yet, there is much scope for improvement in future since QWL initiatives will surely benefit both employees and SMEs.

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