

Total Quality Management and Developing Employees Work-Life Balance: The Role of Employee's Health Care Benefits

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Abstract - IN the age of life style diseases and competitive work environment, health of employees has become a matter of concern for both employer and family of employee. Employees of our country work for the longest hours in the world to fulfil job requirement contrary to International Labour Organisation (ILO) guidelines, which affect employee's health. These long working hours and work culture has severely impacted employees physical and mental health. In order to ensure productivity and corporate brand image organisation provide health care benefits to its employees. Employees health care benefits plays an important role in lives of employees and in their families. It also has an impact on organisation and management, administration. With the advent of modern technology like Artificial Intelligence (AI), Machine Learning (ML), job competition, stress and huge medical expenditure on family health, employees need a good health care plan for self and their family. The study develops and concrete evidence that link employee's health care benefits and quality of goods and services offered to customers. The study reflects the effect of health care benefits on total quality management. Total Quality Management (TQM) is system approach to the management which aims valuable goods and services to customers. TQM requires industry to concentrate on continuous improvement and creating good work environment, With the arrival of Covid-19 pandemic the necessity of good health care of employees has become a tool for survival. Employees health care be benefits that are offered by organization to its employees and employees' family for easy treatment of diseases and save their income. These benefits allow employers to reimburse their employees hospitalization costs, pre and post- surgery cost, ambulance etc. the study was conducted in. The study was conducted at Chennai which emerged as Manufacturing Hub. The aim of the study was conducted to identify employee's health care benefits and its impact on employee's job performance. Data was obtained from all department and sections of employees ranging from

senior manager, manager administrators, technicians and workers. We have analysed the results through different parameters such as demographics, age and gender to come up with the relative expectations of each group vis-à-vis their healthcare requirements.

Index Terms - benefits, work culture, Motivation, ILO AI, ML, pandemic, TQM.

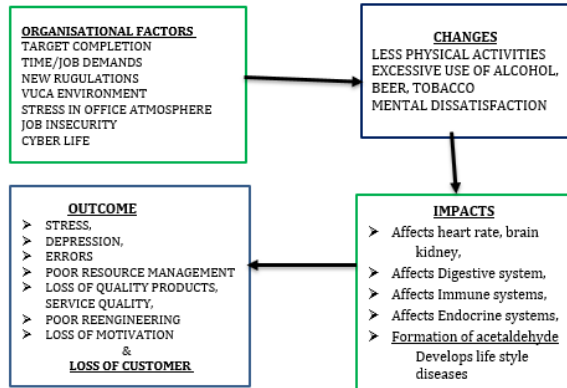
1.INTRODUCTION

In competitive atmosphere, its employees should be physically and mentally agile. For workplace productivity, the health of their employees is the determining factor. As per WHO health is a state of complete physical, mental and social wellbeing. To live a healthy life, employees need a balanced diet, exercise regularly, get enough sleep with a stress-free environment and medical facilities. Providing a health care plan to employees will be game changing factor in this era. Employees will be fit, healthy, gratified, and happy. Highlighting employee Physical and mental is very important. It contributes immensely to overall employee engagement within the organisation. In current scenario, promoting health of employees has become an integral and accepted part of the corporate culture. Comprehensive health plans cover self and family of employees with pre and post hospitalization care. With new health care benefits life health insurance, dental, and gym membership employees have great variety to choose their health care plans. Thus, these health care benefits provide health and wealth to employees. In our present study our investigations will cover some of these motivational, emotional areas.

2.ARRIVAL OF LIFESTYLE DISESES,
PANDEMIC AND CHANGES IN SOCIETY
TOWARDS HEALTHCARE BENEFITS

a) Lifestyle diseases and their effect

They are caused because to the poor and unhealthy routine in life. They are commonly caused by smoking, alcohol as well as lack of unhealthy eating, inadequate sleep and physical activity. Below Fig 1 explains the cause and effect of lifestyle diseases.



Some examples of lifestyle diseases are diabetes, cardio-vascular disease, cancers, and stroke, diabetes, obesity. These lifestyle diseases are the outcome of unhealthy lifestyle habits, night life or excessive consumption of alcohol. The following are the causes of lifestyle diseases with facts.

b) Important Facts and necessity of health care to employees

Obesity: it refers to highly overweight with high volume of adipose tissue deposition. It is condition were body mass index (BMI) is above 30 units. Employees suffering from obesity generally suffer from hypertension, respiratory issues, sugar disorders/diabetes, cardiovascular diseases etc.

Diabetes: Diabetes mellitus is a disorder of carbohydrate metabolism, with Hyperglycemia and glycosuria that is excessive presence of sugar in blood and urine. It progresses because of excessive eating habits of fats poly and mono saturated fats and poor lifestyle choices and excessive job stress. Our country has highest number of diabetics in the world, with type II at 4.1 corer. This disease diminishes the body resistant system and summonses other diseases and infection.

Cardio-vascular-cardiovascular disease (CVD) is a body condition affecting the circulatory system of bod, consisting of heart and vessels of blood. It is occurs when high density lipids/fats accumulates inside blood carrying vessels and reduces it capacity to carry blood flow. This usually causes chest pain, blood circulation disorders and myocardial infarction. High blood pressure is one of most affecting diseases of employees with 19% of employees above 37 years are suffering in manufacturing industry in India.

Sleep Disorders -Working in shifts especially in nights and target completion has alter sleeping Parten of employees and thus a dragon (disease) has arrived as sleep is fundamental pillar of good health.

Cancer: Because of the smoking, stressful job, poor lifestyle and unhealthy living habits, the body immune system is decreasing, and this may lead to the attack of the virus on the body which likely to cause cancer. Cancer is state of uncontrolled and irregular cell growth. Another study states that Smoking alter the working of Gene P-15 which regulate the cell division. Thus in presence of smoking P-15 gene cannot stop uncontrolled cell growth.

Stroke: Hypertensive patient with BP more than 180 systolic or 120 diastolic may suffer from stroke or brain hemorrhage

c) Causes for the surge in the Lifestyle Diseases among employees

Unhealthily Diet - The use of fast food like Pizza, burger, instant noodles and food containing Monosodium glutamate (MSG). processed and packed foods contain harmful chemicals that alters human body mechanism.

Unending demands of job – As employees are working day and night to submit projects or tasks/targets which may lead to stress and lead to dependency on alcohol.

Excessive use of beer, alcohol – In present stress full environment tobacco, alcohol, beer and other caffeine intake has increased many folds from last decade, which is root cause of these lifestyle diseases. These chemical affects almost all vital organ of human body like Brain, Heart rate, Kidney, digestive system and immune system. They are termed as habit forming foods and carcinogenic (cancer generating

substances). Alcohol intake also affect family and social relationship and may cause violence. Thus, employees addicted to these substances' likely to suffer physical, mental and social disorders.

Inadequate physical activity - Lack of physical activity like playing outdoor and absence of playing grounds due to urbanisation may lead to poor physical fitness, inactive muscle and tendons for long period of time may depreciates its elasticity and strength and starts decay which in later stage may lead to lifestyle diseases.

Poor health habits -PUB culture with nightlife activities with little rest at night increases lifestyle diseases. Disturbed sleep and tired body kill the opportunity to play outside with real world. Thus, uncontrolled night life activities are one of causes of lifestyle diseases.

Job Stress- Employees work in highly competitive atmosphere where dissatisfaction, pay cuts and burnouts are a common phenomenon. Job stress and life with poor financial managements affect employee's heath and hormonal balance. Resulting in metal pain and post-traumatic stress disorders.

Cyber life -After the arrival of 4G in our country, young employees are addicted to mobile. Mobile Apps like You-tube, WhatsApp, Insta and Facebook are the most used forms in this Era. Employees growth can be impaired and degraded by excessive Web use. It affects their skills & development of attention span, abilities for critical reasoning, and learning skills. Moreover, using the internet also makes employees lethargic. Eg people prefer playing internet supported games than outdoor sports like football, karate, cricket.

Job insecurity- volatile and uncertain business environment causes great stress on employee's health. Fear of losing hard earned which will lead to economic hardship in employee's life is also cause of stress in employee's life. Changes in technology—Modern technology like Machine learning, Big Data, Python programming, digital marketing make indoor life and dis-satisfaction among employees

d) ARRIVAL OF PANDEMIC AND LIFE INSECURITY

With the arrival of Covid pandemic employees worried about health and life of their family members. lack of medicines, oxygen, beds in hospitals has shaken every fabric of employees life. Priority focused on health of self and family job security, social and recreational activities. More females than males worried about family health and physical health while more males worried about social and recreational activities. Thus, Indian employees reported significant impact of the pandemic on various aspects of their life and are particularly worried about health of self and family, social and recreational activities and job security. with frequent lockdown across the nation, restriction to movement, staying in home for longer duration and social distancing has caused great mental stress to employees.

3.EMPLOYEES HEALTH CARE BENEFITS

The Healthcare benefits are employee benefits provided by organization, which provide support with healthcare costs. They are used by employers as extra perks to recruit, retention and as CRS for employees. Given the raising healthcare costs, pandemic, in our country and arrival of drug resistant diseases, this scheme has traditionally worked well with employees. Generally, a Company or employer offers employees these health care benefits to motivates it employees and to create a positive environment inside the organization. These employees are offered insurance Depending on the company's plan, employees may have to opt into the healthcare plan, either totally free of cost or by paying a small fee while the company pays the bulk of the premium, or the employer may cover all insurance-related costs.

In the present pandemic and VUCA business environment (volatility, uncertainty, complexity, and ambiguity) receiving medical coverage from a job can save financial resources and time, especially in the case of employees who are taking care of a family or staying in joint family systems. As a result, healthcare benefits are often highly sought after, and employers who have a good record of offering such benefits may find that they have a large pool of highly qualified applicants to choose from whenever a job opening arises. Employees may also integrate benefits into salary negotiation pushing for better benefits as part of

a compensation package before they agree to take a position in a new company. The following are the few health care benefits

- Maternity Cover
- Pre and post-surgery
- Health insurance
- Life style diseases care
- Family Cover
- Group Cover
- Home Nursing Benefit
- Senior Citizens Plan
- Annual checkups, Fitness programs like Gym membership, Yoga, Nutrition consulting etc
- Medical Bill Reimbursement
- Covid Cover

4. TQM

TQM can be concise as a management system for a customer-focused organization that contains all employees in continual improvement. It uses strategy, data, and active communications to mix the quality discipline into the culture and activities of the organization.

TQM has can also be defined as a comprehensive industry-wide approach for meeting the requirements and expectations of buyers that involves the participation of every employee in the organization by using quantitative techniques to continually improve the products, services, and processes of the company (Psychogios & Priporas,2007).

Customer-focused: The customer determines the degree of quality. No matter what an organization does to develop quality improvement—training employees, integrating quality into the design process, or upgrading computers or software—it the customer or in other words it is buyer (king) who determines whether the efforts were worthwhile.

Total employee involvement: All workers of different levels participate in working toward single goals. Total employee commitment can be gained only after confusion/ fear/anxiety has been driven from the workplace and when management has provided the proper working and conducive environment.

Process-centered: it is a fundamental part of TQM. It is a focus on process thinking. A production process is a sequence of stages that take inputs from suppliers

and transforms them into outputs that are delivered to customers. The stages essential to carry out the process are defined, and performance measures are continuously monitored in order to detect unexpected variation.

Strategic approach: A important part of the TQM management is the strategic approach to achieving an administration's vision, mission, and goals. This process comprises the formulation of a strategic plan that integrates quality as a core component.

Continual improvement: (kaizen) It refers to continual process improvement. Constant improvement initiatives an organization to be both active, creative in production and finding ways to become more business oriented

Communications: During times of business volatility and day-to-day operation, effective communications play a crucial role in maintaining morale of employees at all levels. It involves strategies, method, and timeliness.

TQM follows the PDCA Cycle for better delivery of goods and services

Planning Phase

Planning is the first and a decisive stage of total quality management. In this stage management have to come up with their problems and solution for market demands. Management and employees need to bring up with the various task, strengths, weakness, market trends, technology factors, customers demand challenges they face in their day to day working environment and also calculate the problem's root cause.

Doing Phase

It is the second stage where implementation of plans and strategy take place, employees develop a solution for the business problems like technology, market demands, defined in planning phase. Policies and procedures are planned, developed and implemented by management to solve the challenges faced by employees. The efficiency of solutions and tactics is also measured in this stage.

Checking Phase

In this third stage employees an analysis of business out-come is measured in terms of profit, brand image

employees turnover product development and compared with first and second stages.

Acting Phase

In this final stage where top management and employees submit their business outcome like profits, wealth or accumulation of resources and further frame themselves to address other problems

5. TEST, MATERIAL AND METHODS

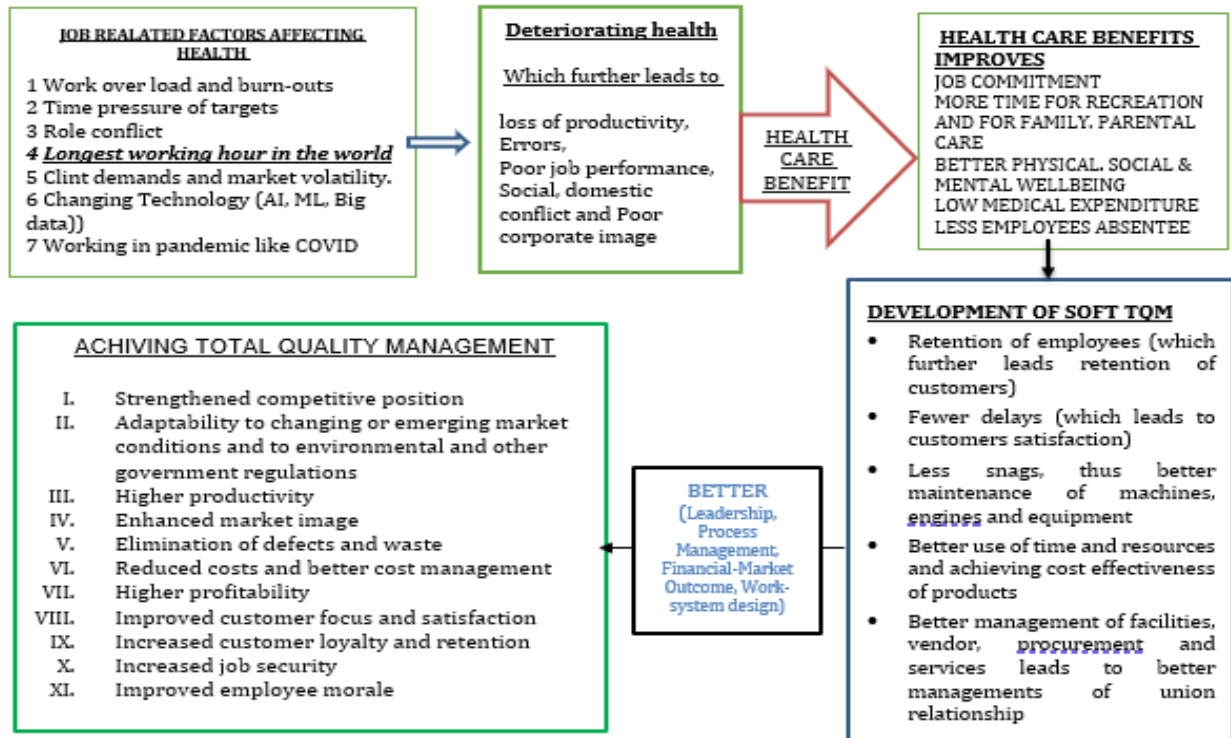
Research was conducted with manufacturing employees of CHENNAI area via online and offline methods. Chennai also known as Madras, which is the of Indian state of Tamil Nadu. It is among the top destinations in India for manufacturing g professionals. The data were gathered from different appointment of employees at various departments by use of a standardized questionnaire in the time between 03/2022 and 07/2022. It is well connected to all major cities of India via Air, Rail and road networks, the city is situated at the Coromandel Coast of the Bay of Bengal in east. It is the most prominent center of economic and manufacturing hub of south part of India. The city is base to around 42 percent of our country’s automobile industry and 48 percent of

auto components industry. An abundance of automotive companies like, Ford, BMW, Hyundai, TATA, Renault Nissan Motors, Ashok Leyland, Yamaha Motor, Daimler AG, BharatBenz and Mitsubishi have manufacturing plants in this hub. The frequency distribution is elaborately presented to give a clear picture of social economic profile of employees All respondents were adults and having at least two years of job experience. The questionnaire led to 400 evaluable. By using Likert scales and a sample size of 400, thus the minimum requirements for using t-test are fulfilled. The variables like age, gender, department, marital status, qualification designation, shift work, number of years in shift work, off pattern and hours of work and their influence of factors on employee creativity were identified

6. ANALYSIS AND RESULTS

This analysis is intended to analyze the socio-economic outline of the employees working in manufacturing Sector at CHENNAI and their views about the practice of employee inspiration qualities in their companies is sharply estimated in this section. It is largest city in terms of area and population. Below fig, 2 explains Model of research

RESEARCH MODEL ON RELATION BETWEEN HEALTH CARE BENEFIT ON TQM



(6) Hypothesis1:

HCB has positive effect of TQM principals
 Studies have established that HCB is a tool for enhancing the productivity and availability (in terms of output, health, and presenteeism) of existing employees (Slesina & Bohley, 2011, Wilke et al., 2015). Due to environmental changes pollutions, and diseases has taken new dimension to affect all classes of society and all section of population in all ages. Lifestyle disease like hypertension, type 1 Diabetic, sleep disorders are common health disorder which employees undergo in this era. Job stress and burn out are in recent times dependency on hospitals and diagnostic center has increased. Many people live in joint family system. Thus, a good health care family plan will have magnetic effect in recruitment. In the era of demographic change and labour force scarcity (Ehresigning & Moog, 2013), it is also of key relevance of how effective organizations become in attracting new workforce. Therefore, it is important to know whether HCB as a new HRM function is in a positive relationship with the employer's attractiveness within the labor market.

Hypothesis 2

Do HCB programs employees work life balance?
 Research have shown that a satisfied and healthy employees tend to retain in job for a longer duration as compared to unsatisfied employee. Once medical expenditure is being taken care of organization employees remain loyal to their mangers and staff who stand with them in hostile medical crisis

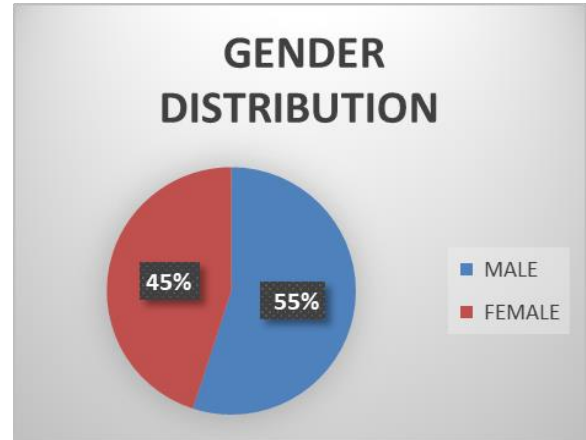
7. DEVELOPMENT OF QUESTIONNAIRE

The structure of the questionnaire survey was the following. The first section of the questionnaire contains 57 questions and deals with current IT employee's habits and behaviors, the current health status and level of health-conscious behavior of the respondents. It was followed by the second section major section including 15 questions which is related to social media usage habits. As almost every Manufacturing company in Chennai has a social media network like watts app, Facebook, etc. where they can also reach their own employees. In third section the health-related work benefits are detected and measured by using five-point Likert scales. These 29 questions served as indicator questions for the factors

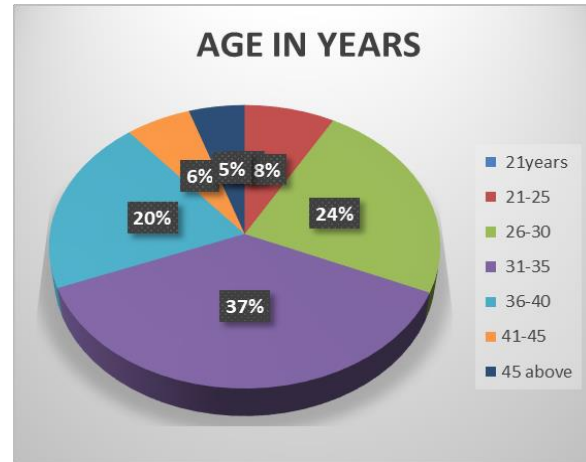
of the structural model. The final section consists of 19 questions was related to demographic characteristics in order to present the sample. The target population of the study were adult employees with relevant work experience.

FINDINGS—

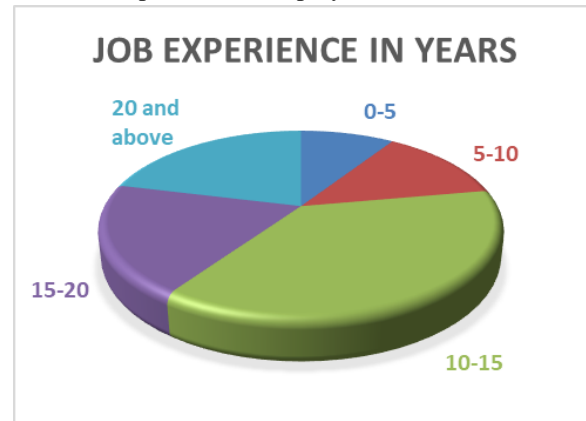
A) Out of 400 employees studied 55% were male and 45% were female.



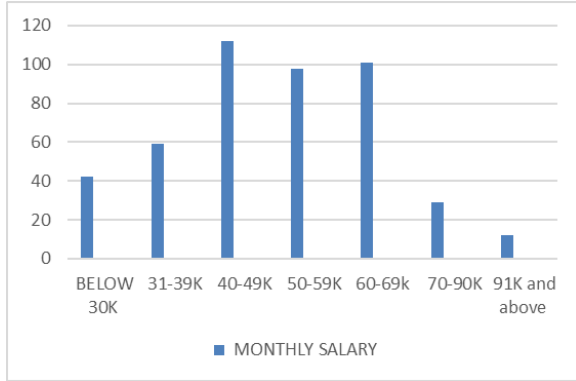
B) Employees with age distribution in Organisation



C) Work experience of employees

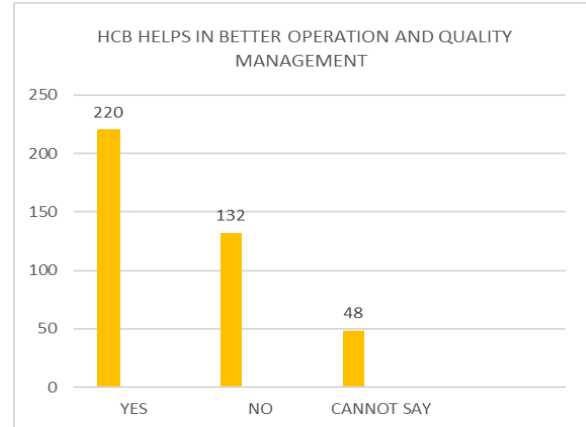


D) Employees salary distribution in Indian national currency at the manufacturing sector.

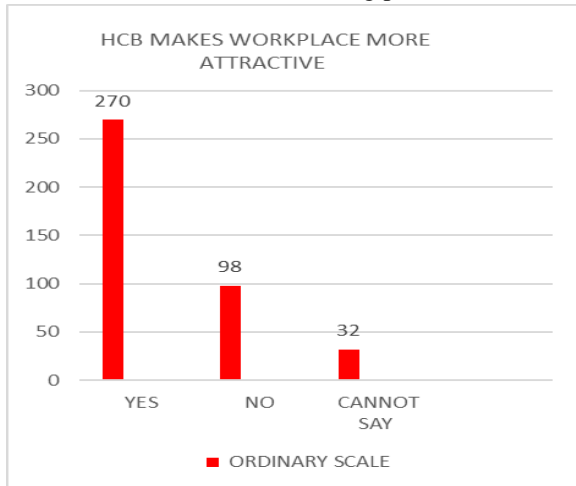


Many of health care benefits provide Day care, pre- and post-surgery cost, dental, eye and easy reimbursing of medical bills. Thus, it saves medical expenditure of employees.

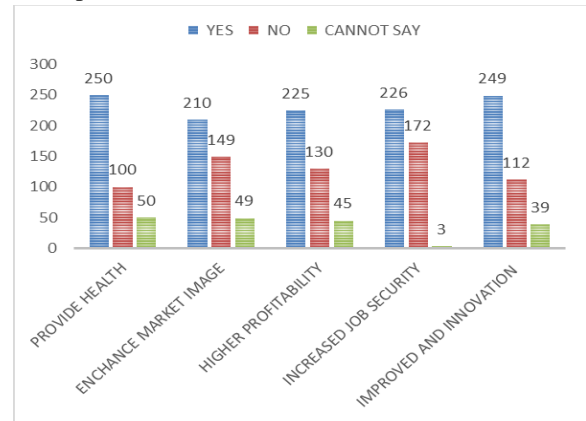
Q: Does HCB helps in operational ana quality management?



Q: Does HCB makes new working place attractive?

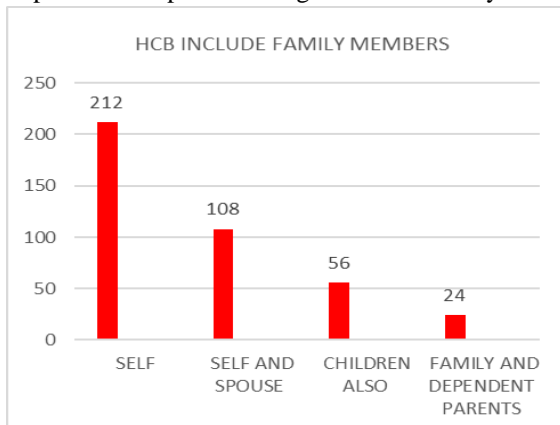


Q: Impact of HCB on TQM Values?

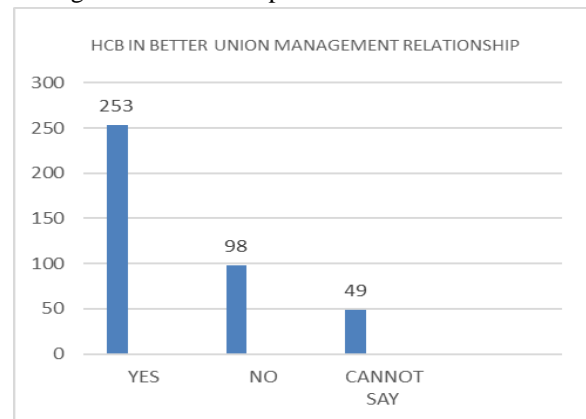


Q: Does HCB cover medical need of entire family?

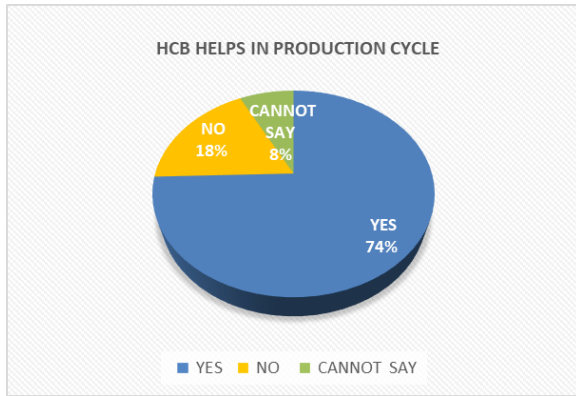
Analysing the effective ness of these health care benefits it was found that health care plans like health insurance in our country provide coverage to self, spouse, children and dependent parents. Many private companies have group, senior citizen, health plan etc to provide complete coverage to entire family.



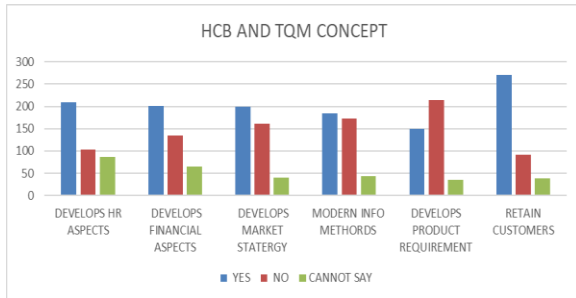
Q: Does it HCB help in better maintain union management relationship?



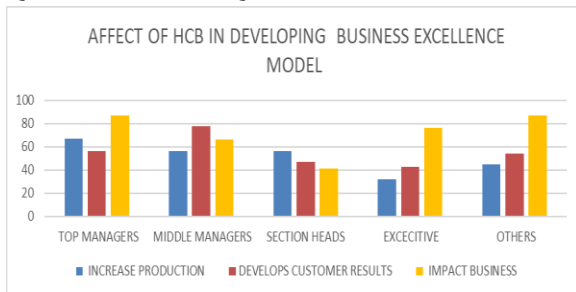
Q: Does HCB helps in Production cycle?



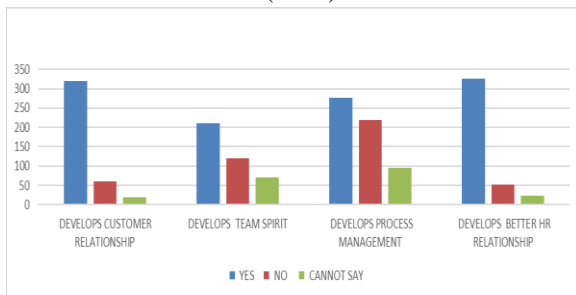
Q: Does it help in providing effective in developing TQM concept?



Q: What effects of TQM ?



Q: Do you consider these will any visible effect affect after health care benefit (HCB)



Q: Do you considered that such type of health benefits provides balance of life and satisfaction?



8. SUMMARY AND DISCUSSION

The research paper explains the different health-related work benefits as key factors which play an important role not only in employee wellbeing but also in employee satisfaction and job performance. Reviewing the related literature sources and article, it can be clearly perceived that there is absence of a wide-ranging study on these definite factors. The knowledge of non-financial motivating factors is crucial for employers, especially nowadays, when health is more appreciated by the employees. This research discovers new relationships among employee workplace wellbeing, satisfaction and job performance variables

H1 hypothesis 1 -is confirmed, supporting Reich’s (2017) results, that HCB is statistically encouraging related to the attractiveness of the workplace or employer. This indicates that HCB may be able to improve company brand image. Previous research has confirmed that HCB is a tool for enhancing the output and availability (in terms of productivity, health, and presenteeism) of existing employees (see, for example, Slesina & Bohley, 2011, Wilke et al., 2015). In the era of demographic change and labour force scarcity, the organizational ability to attract a new workforce becomes crucial. Our research supports that HCB as a new HRM function – beyond its positive impact on present employees – has a positive relationship with the employer's attractiveness within the labor market which further leads to production of quality products and services. It further leads to better Union management relationship, teamwork and good supplier long term relationship. Thus, increases better availability of company’s goods and services with a good brand image.

H2 hypothesis 2 --is verified. Positive correlations were found between HCB and good/better emotional climate at the Regarding employees’ willingness to

leave the company, we refer to Allen et al. (2010) who have found a negative correlation between willingness to leave and satisfaction and organizational commitment. Elci and Alpan (2009) found that job satisfaction is negatively related to the intention to leave. Our research investigated the direct relationship between Workplace Health Management and the expectations of the number of voluntaries quits. As these health care benefits saves employees money on medical bills and provide medica coverage to employee’s entire family, so also confirms that it provides satisfaction to the employee. Moreover employee and his family remain fit and diseases resistant through-out the job with full medical coverage. This will further lead better family relationship and satisfaction, decreased manpower loss, less rework, fewer mistake, less snags with more productivity, leading to better brand image thus, it generates more income/profits. Employees can take care of self, spend quality time with social environment and live a stress-free life in terms of finance and job security, thereby live in comfort family life.

9. CONCLUSION

The health care benefits cannot be ignored when considering employee relationships with their employers in organizations. Health care benefits are important for employee retention, satisfaction, protection in pandemic and lifestyle diseases. The health care benefits varied across sectors and organizations in terms of coverage, processes and employee perception towards them. Industries implementing TQM will find improved quality across all major processes and sections, higher customer retention, higher revenue due to improved sales, and global brand recognition. It also Strengthened competitive position, helps in Adaptability to emerging market conditions and other government regulation, develops higher productivity, enhanced market image, helps in reducing defects and waste. At the end it can rightly be said that employees HEALTH IS WEALTH in manufacturing industry.

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Various Links

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