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**SOCIAL INCLUSION
EMPLOYMENT AND
HUMAN DEVELOPMENT**





The Indian Economic Journal

One of the Oldest and fully Refereed Journal

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The Journal, a Publication of the Indian Economic Association, is dedicated to advancing scientific research across diverse domains including Economic Theory, Macroeconomic Stability and Growth, Agricultural Prospects and Rural Transformation, Industrial Development and Manufacturing, Global Trade and Geopolitical Dynamics, Social Inclusion, Employment and Human Development, as well as contemporary issues shaping Tamil Nadu's Development.



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Editor's Message

Dear Readers,

I am truly honoured to edit the special issues of the Indian Economic Journal.

It is with great pleasure that I present this special edition of the Indian Economic Journal for the 108th Annual Conference of the Indian Economic Association, which is hosted by VELS University in Chennai from December 27 to 29, 2025. The theme for this year, "Indian Economy – Navigating Domestic Realities and Global Shifts," encapsulates the dynamic crossroads at which our nation currently stands. As India progresses towards becoming a resilient and globally competitive economy, the necessity for informed dialogue, evidence-based policy formulation, and collaborative scholarship becomes increasingly crucial.

The sub-themes of this conference provide significant opportunities for such discussions. Macroeconomic stability, growth prospects, and the changing financial landscape are central to comprehending India's medium-term trajectory. Agriculture and rural transformation continue to influence livelihoods and promote inclusive development, while the industrial and manufacturing sectors promise productivity enhancements and global competitiveness. In a rapidly evolving geopolitical and trade context, India's strategic positioning demands both caution and innovation. Equally significant are the issues of social inclusion, employment, and human development, which constitute the moral and economic foundation for sustainable progress. The emphasis on contemporary development challenges in Tamil Nadu adds a valuable regional perspective to this year's discussions.

The Indian Economic Journal (IEJ) is an important organ of the Indian Economic Association (IEA) that provides support and services to professionals and researchers both in India and overseas. For over a century the IEA has been one of the largest and the oldest body of teachers, researchers, academicians, and policy makers drawn from the background of Economics and affiliate discipline. Founded in 1917, the IEA is a, "not-for-profit, non-political, and scholarly" voluntary professional association with membership open to those who fulfil the eligibility criteria laid by the constitution of IEA. Through regular outreach programs like, "Conferences, Courses, Publications and Seminars"

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Revitalizing Quality of Work Life as a Catalyst for Sustainable Livelihoods in India's Evolving Economic Landscape

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Abstract

The changing economic environment of India, which is fast-changing due to the influence of technology, the changing labor market, and rising global competition, requires great attention to employee well-being as the key to sustainable livelihoods and economic stability. This paper will examine how Quality of Work Life (QWL) affects sustainable livelihoods in police personnel, which is one of the most vital work forces in the public administration whose performance is the foundation of social order and economic stability. A quantitative and cross-sectional research design was used to gather data on police employees using a structured questionnaire on several dimensions of QWL such as work environment, skill gain, rewards and recognition, health and well-being programs, relationship management, community-based objectives, and family support programs. The results show that health and wellness programs, supportive workplace relationships, positive work environments, recognition system, and community-based goal-oriented, family support programs initiatives have a profound influence on sustainable livelihood, whereas the skill development did not have a direct effect. These findings underline the economic importance of reinforcing QWL in state institutions which indicate that not only human resource priorities but also institutional effectiveness, labor productivity, and socio-economic stability in general are driven by employee well-being. The paper highlights the relevance of policies, promoting holistic wellness programs, open recognition programs, and work approaches to the community, as a means to resilient and workforce prepared to meet India in the future, effectively contributing to the economic development of the country and the efficacy of the Indian government.

Keywords: Quality of work life, Workplace Environment, Skill Development and Growth, Relationship Management, Community Based Goals (KPI), Sustainability Livelihood

1. Introduction

The economic environment of India is experiencing a fast paced transformation that is being fueled by the reality within the country and the global changes. The reformulation of work in industries is being determined by the technological advancement, the reorganization of labor markets as well as the emergence of a human-centric economic model (Kumar and Kumar, 2014; Rethinam and Ismail, 2008). Simultaneously, the forces of globalization are transforming the world and compelling organizations to rethink their workforce support and maintenance policies (Chakraborty & Ghosh, 2020; Singh and Kaur, 2019). In this regard, quality of employment has now been a critical issue to the well-being of individuals and economic sustainability of a nation (Walton, 2005; Sirgy et al., 2001).

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Quality of Work Life (QWL), which implies a multidimensional concept, i.e. job satisfaction, physical and psychological well-being, work-life balance, compensation, and organizational culture plays a key role in defining the livelihood outcomes of Police Personnel (Hackman and Oldham, 2000; Rethinam and Ismail, 2008). This is also true of India, where the employment conditions can be very diverse between the formal and informal sectors, with the improved QWL being closely associated with the increased income stability, higher productivity, lower stress rates, retention of the workforce, and long-term skill acquisition (Tabassum, 2012; Kumar and Kumar, 2014). The need to strengthen QWL is thus critical not only to the welfare of the employees but also to enhance sustainable livelihoods amidst the fast changing labor environment.

With the rising work pressures facing India posing a variety of challenges such as job insecurity and skill mismatches to workplace pressures that demand sustainable work models that are human-centric, the need to improve QWL becomes a strategic necessity (Chambers and Conway, 2009; Sirgy et al., 2001). The role of QWL in sustainability of livelihoods provides insightful information regarding the development of an interconnected global economy that requires a resilient and future-flexible workforce that supports the development of India. This paper examines these interconnections as a part of the developing economy of India.

2. Statement of the Problem

The dynamically developing economic environment of India with its technological progress, the altered labor market, the intensified global competition, and the increased demands to the human and sustainable employment have complicated the necessity to provide the population with stable and safe living conditions by providing a broad spectrum of the employees with decent jobs. Nevertheless, some persistent issues like job insecurity, work-life disequilibrium, low wages, excessive stress, and poor skills acquisition persist to undermine the Quality of Work Life (QWL) of most employees in various sectors. These problems do not only impact personal health and performance, but also have systemic threats to long term economic sustainability in India. Even though there is a growing acceptance of QWL as a key factor in the quality of employment, its direct impact on enhancing sustainable livelihoods is an under-investigated issue, especially in the backdrop of Indian domestic conditions and global economic changes. Thus, it is of urgent importance to study how improved QWL can become a driving force of work security, economic freedom, and labor flexibility in a more competitive and interdependent world.

3. Objectives of the Study

1. To investigate the association between Quality of Work Life (QWL) and sustainable livelihood outcomes among Police Personnel in the dynamic economic environment in India.
2. To estimate how the main dimensions of QWL (work environment, job satisfaction, compensation, and work life balance) contribute to the livelihood security and economic well-being of employees.

4. Literature Review

Quality of Work Life (QWL) has become the important dimension in the present-day human resource management as organizations are now appreciating the fact that employee well-being is the key to productivity and long-term sustainability. The initial conceptualizations of QWL by Walton (2005) included safe working conditions, equitable pay, work-life balance, and growth possibilities as a fundamental cause of employee satisfaction. The later models by Hackman and Oldham (2000) and Sirgy et al. (2001) added psychological well-being, meaningful work and organizational support as further dimensions that emphasized the fact QWL has an immediate effect on individual motivation

and overall performance. The interrelationship between livelihood security and QWL has become eminent, particularly in developing economies where the state of employment is heterogeneous in most cases. Research indicates that an increase in QWL leads to increase livelihood results in terms of job satisfaction, less stress, enhanced skill acquisition and increased income stability (Rethinam & Ismail, 2008). According to the meaning of sustainable livelihoods by Chambers and Conway (2009), the aspect of sustainable livelihood relies upon several assets, including human, social, and economic capital, all of which are enhanced by enabling and enriching workplaces. QWL has gained more relevancy in the Indian context as the economic structures have changed, the technologies have changed and Police Personnel have changed in terms of their expectations. Research points out that there were consistent problems with long working hours, job insecurity, workplace stress, and low career promotion in some industries (Kumar and Kumar, 2014). The majority of the Indian population is still in the informal sector with over 90 percent of the population depending on the informal sector to earn their livelihood and therefore there is a social and economic need to ensure that the living standards of these people are sustainable. Digital globalization, the ESG (Environmental, Social, and Governance) standards, as well as international competitiveness issues, have only made the challenges of organizations in India increasingly focused on well-being and sustainable employment practices.

Such disparities in demographics in QWL have also been reported in recent empirical research. Gender, age, and education are some of the factors that greatly contribute to work conditions, work-life balance, and career opportunities (Tabassum, 2012). Women, as an example find it more difficult to balance work and family life, and the younger employees are more interested in career and work flexibility, compared to older employees. These demographic differences are significant to comprehend to develop specific interventions to improve QWL. Although there is increased interest, the relationship between QWL and sustainable livelihood outcomes is under explored particularly in the light of the emerging economic environment in India. The available literature is mostly objective orientated to either the performance of an organization or the satisfaction of its employees but seldom considers these macroeconomic facts with the overall notion of livelihood sustainability. With the global economy in uncertainty and the domestic labor market struggling to generate jobs, bettering QWL is cheating its way to the top of the agenda in the development of a robust and future-proofed workforce. Such a void explains why it is essential to study QWL not only as an organizational program but also as a strategic catalyst of sustainable livelihoods in a world economy that is in transition.

5. Research Methodology

The current research will be cross-sectional in nature and quantitative to determine the effect of Quality of Work Life (QWL) dimensions on the sustainable livelihood of police personnel. Eight constructs (Work Environment, Skill Development and Growth, Rewards and Recognition, Health and Wellness Programs, Relationship Management, Community-Based Goals (KPI), and Family Support Programs) were included in the structured questionnaire and 240 police employees were sampled using the convenience sampling method because of the operational limitations. They were all measured on a five-point Likert scale, and the reliability was ensured using high Cronbach's alpha (0.760 - 0.891). Both on and offline data were gathered with administrative consent, so that there was voluntary participation and anonymity as well as adherence to ethical conduct. The data coded and analyzed in SPSS 26.0 with the reliability analysis and the multiple regression to determine the significant QWL predictors of sustainable livelihood. This methodological process can be used to give us a systematic empirical insight into the influence of QWL factors on livelihood sustainability in Indian policing.

6. Analysis and Interpretation:

6.1 Reliability Analysis

Description of Variables	Number of Items	Cronbach's alpha Value
Workplace Environment	5	0.858
Skill Development and Growth	5	0.835
Rewards Recognition and Benefits	5	0.829
Health and Wellness Program	5	0.891
Relationship Management	5	0.76
Community Based Goals (KPI)	5	0.831
Family Support Program	5	0.855
Sustainability Livelihood	5	0.887

The reliability analysis shows that there is high internal consistency in all the eight variables and the Cronbach's alpha value is between 0.760 and 0.891 which is much higher than the acceptable 0.70 standard of social science research. The best reliability is indicated with Health and Wellness Program (0.891) and Sustainable Livelihood (0.887), with a satisfactory consistency being seen in Relationship Management (0.760). On the whole, the scores of reliability prove the research instrument to be strong and fit to be analyzed further statistically.

6.2 Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.789 ^b	0.633	0.621	2.92533

Predictors: (Constant), Workplace Environment, Skill Development and Growth, Rewards Recognition and Benefits, Health and Wellness Program, Relationship Management, Community Based Goals (KPI), Family Support Program

The model describes 63.3 percent of the variation in sustainable livelihood which is a high overall fit. All the predictors, namely, Workplace Environment, Rewards and Recognition, Health and Wellness Programs, Relationship Management, and Community-Based Goals, have a significant contribution to the outcome. Even after including the number of predictors, the adjusted R² is 0.621, which indicates that the model is robust. The level of prediction accuracy is relatively good as measured by the standard error (2.93).

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.346	7	2.478	8.574	.000 ^b
	Residual	67.048	232	.289		
	Total	84.394	239			

a. Dependent Variable: Sustainability Livelihood

b. Predictors: (Constant), Workplace Environment, Skill Development and Growth, Rewards Recognition and Benefits, Health and Wellness Program, Relationship Management, Community Based Goals (KPI), Family Support Program

Findings of the ANOVA indicate that the regression model is statistically significant ($F = 8.574$, $p < 0.001$), meaning that the composite predictors of sustainable livelihood are significantly portrayed by the QWL factors. The large p-value indicates that the model is better fit as compared to a model consisting of no predictors, and the predictors collectively represent a large proportion of the variation in the outcome.

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.475	0.391		6.322	0
	Workplace Environment	0.134	0.054	0.104	2.216	0.016
	Skill Development and Growth	-0.035	0.062	-0.05	-0.554	0.581
	Rewards Recognition and Benefits	0.114	0.094	0.202	2.011	0.011
	Health and Wellness Program	0.419	0.106	0.624	3.95	0
	Relationship Management	0.26	0.096	0.339	2.708	0.008
	Community Based Goals (KPI)	0.147	0.079	0.308	1.816	0.041
	Family Support System	0.122	0.096	0.167	1.272	0.026

a. Dependent Variable: Sustainability Livelihood

The regression analysis shows that several factors significantly contribute to Sustainability Livelihood. Workplace Environment has a small but positive and significant influence ($\beta = 0.104$, $p = 0.016$), indicating that better workplace conditions enhance sustainable livelihood outcomes. Rewards, Recognition and Benefits also display a positive and significant effect ($\beta = 0.202$, $p = 0.011$), suggesting that fair rewards systems play a meaningful role. Health and Wellness Programs emerge as the strongest predictor ($\beta = 0.624$, $p < 0.001$), highlighting their substantial contribution to improving sustainable livelihood. Relationship Management is another significant factor ($\beta = 0.339$, $p = 0.008$), showing that healthy interpersonal relationships support sustainability. Community-Based Goals (KPI) also positively influence sustainable livelihood ($\beta = 0.308$, $p = 0.041$). Family Support System shows a modest significant effect ($\beta = 0.167$, $p = 0.026$). However, Skill Development and Growth does not significantly predict Sustainability Livelihood ($\beta = -0.05$, $p = 0.581$). Overall, the model indicates that organizational support systems, wellness initiatives, relational factors, and community goals are key drivers of sustainable livelihood among employees.

$$\text{Sustainability Livelihood} = 2.475 + 0.134(\text{Workplace Environment}) - 0.035(\text{Skill Development and Growth}) + 0.114(\text{Rewards, Recognition and Benefits}) + 0.419(\text{Health and Wellness Program}) + 0.260(\text{Relationship Management}) + 0.147(\text{Community-Based Goals}) + 0.122(\text{Family Support System})$$

7. Findings and Discussion

The results of this research highlight that Quality of Work Life (QWL) is important in defining sustainable livelihoods of police administration staff in India. According to the analysis, the Health and Wellness Programs, Relationship Management, Rewards and Recognition, Workplace Environment, Community-Based KPIs, and Family Support Programs are important factors related to the stability, psychological stability, and long term economic security of the employees. All these factors form a conducive ecosystem that is critical to the frontline officers of the police force that faces a constant stress, uncertain responsibilities, and the opinions of the community. Skill Development and Growth on the other hand, had no significant effect on sustainable livelihood in the policing environment. This brings out a sectoral analysis peculiarity: whereas acquiring skills is a primary source of career growth

and income mobility in other societal fields like in IT, finance, and corporate industries, policing depends on health care, emotional stability, group dynamics, and family safety. Hence, to police men, a mental health care, recognition and a safe environment to work in are much more important to sustaining livelihood than a career ladder-oriented training. Altogether, the research supports the idea that the enhancement of QWL is not just an HR practice but an economic imperative as it is necessary to promote institutional performance and quality of police services as well as a stable livelihood of police members in the long-term perspective.

7.1 Economic Implications

Enhancement of QWL in Police departments has great economic returns. Being an inseparable component of the national human capital, the welfare of the police officers directly influences the level of the population security, trust in the community, and the socio-economic well-being. Healthy wellness initiatives, positive working relationships and open reward systems minimize absenteeism, turnover and enhance productivity resulting in less operational expenses to the government. Investing in QWL is also in keeping with the priorities of national development, which addresses SDG 8 (Decent Work and Economic Growth) and SDG 16 (Peace, Justice and Strong Institutions). Notably, the research demonstrates that wellness and relational support are more profitable in economic terms than training-oriented interventions, which makes QWL improvement a very successful approach to achieving a better institutional efficiency and national safety performance outcomes.

7.2 Policy Implications

The results are highly persuasive to incorporate the idea of QWL in the general policies of public administration. Mental health counseling, trauma support, stress reduction services, and comprehensive care of police officers should be the priority of the policies, as the most important predeterminer of their health and wellness was found to be Health and Wellness Programs, Rewards and Recognition, Relationship Management and Community-Based KPIs should also be reinforced through policies to boost morale and job satisfaction and sense of purpose. The importance of Family Support Programs posits that the welfare policy should focus on the communication during high-risk tasks, family-oriented events, housing assistance, and the access to welfare programmes. Skill Development is not as significant in sustaining the livelihood in the context of policing; however, this should be provided in such fields of operations as digital policing, law changes, and AI-aided surveillance devices. In contrast to the IT or corporate sectors in which skill upgrading is the core of livelihood, police departments have to center policy on wellness, relational support, and family security to achieve good results.

8. Conclusion and Scope to Future Research

This research paper has shown that Quality of Work Life (QWL) is a major determinant of Sustainable Livelihood in the police administration employees in India. The independent variable of Health and Wellness Programs, supportive relationships, community-based KPIs, clear recognition, safe work environments, and family support provides a sound platform of the psychological well-being, resilience, and institutional effectiveness of the officers. Increased QWL will lead to increased employee job satisfaction, as well as national human capital, employee turnover, and the provision of effective and stable public service. Although Skill Development did not play a critical role in policing, it is important in other professional fields like IT and corporate world where continuous learning is directly related to career development and economic stability. Future studies can examine the economic benefits of QWL programs in the long term, how digitization and AI-police affect the perception of employees, and even variability among different police units or regions. An alternative method that involves mixed-method design with quantitative and qualitative knowledge would provide a more

comprehensive picture of the workforce requirements and aid in developing sector-specific welfare intervention to the changing institutional context of India.

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