

Significant factors affecting Quality of work life (With reference to IT/ITES sector, Bengaluru city)

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Abstract - Quality of work life specifies equilibrium between work and personal life which also ensures organizational productivity and employee's job fulfilment. This research paper provides perceptions on improving values of employee's current routine and also suggests ways to build strong skills for overall organizational development. Companies interested in enhancing employees Quality of Work Life generally tries to implant in employees the feelings of security, equity, pride, internal democracy, ownership, autonomy, responsibility and flexibility. They try to treat employees in a fair and supportive manner, open communication channels at all levels, offer employees opportunities to participate in decisions affecting them and empower them to carry on with their assignments. This research initiative also focuses on opportunities that drive employees to prominent deciding factors in shaping the organization to greater heights.

Keywords: *Quality of Work life, Workplace skills, Organizational development, Worklife balance, job satisfaction.*

I. INTRODUCTION

Quality of Work Life [QWL] is the conducive environment created at a work place, considered as one of the key factors for better performance and productivity. The mechanical or quantitative approach of the management assured the way for aggravation of workers which led to human relations movement followed later by socio-technical movement, is the basis for today's QWL. QWL is a philosophy, a set of values, which considers that individuals are the most important resource, to be treated with courteous dignity in the organization- as they are trustworthy, responsible and capable of making valuable contributions. QWL based on labor-management cooperation, provides chance for active involvement in group working arrangements or in problem solving that are of mutual benefit to employees or employers.

One option is to re-design jobs to have the attributes desired by people, and re-design organizations to have the environment desired by the people. This approach inquires about to improve QWL. There is a need to give workers more of a challenge, more of a whole task, more opportunity to use their ideas. *Close attention to QWL provides a more humanized work environment.* It exerts to serve the higher-order needs of workers as well as their more basic needs. It seeks to employ the higher skills of workers and to provide an environment that encourages them to improve their skills. The idea is that human resources should be developed and not simply used. Further, the work should not have extremely negative

conditions. It should not put workers under excessive stress. It should not damage or humiliate their humanness. It should not be threatening or unduly dangerous. Finally, it should contribute to, or at least leave unimpaired, workers' abilities to perform in other life roles, such as citizen, spouse and parent. That is, work should supply general social advancement. Employees who have the tools to balance their professional and personal lives are happier, healthier, and more productive. This research points out the factors affecting qwl and thereby causing an imbalance in promoting workplace skills.

II. REVIEW OF LITERATURE

Quality of Work life

Stuttle (1976) defines quality of work life as the degree to which members of a work organization are able to please important personal needs through their experiences in the organization. *Mirvis and Lawler (1984)* suggested that Quality of working life was associated with satisfaction with wages, hours and working conditions, describing the —basic elements of a excellent quality of work life as; safe work environment, equitable wages, equal employment opportunities and opportunities for progression. *Baba and Jamal (1991)* listed what they described as characteristic indicators of quality of working life, including: job satisfaction, job involvement, work role ambiguity, work role conflict, work role overload, job stress, organizational commitment and turn-over intentions. *Bertrand and Scott (1992)* in their study —Designing Quality into Work Life

found that improvements in the quality of work life are achieved not only through external or structural alteration, but more importantly through improved relations between supervisors and subordinates. According to *Stein (1983)* and *Reid (1992)* have also recognized the importance of reward in determining QWL. Stein (1983) identified pay as being one of five important components of QWL. Stein includes pay under the group of external rewards, which in addition to pay includes promotion or position, and rank or status. Like Walton (1973) and Orpen (1981), (Newell, (2002); Stein, (1983); Kerce & Booth- Kewley, (1993); Bertrand, (1992) and Harrison (2000), agree that safe and healthy work conditions have a significant impact on QWL. *Newell (2002)* highlights that QWL involves making improvements to the physical working environment under which employee's function in order to make their work setting more constructive. *Walton (1973)* asserts that experiencing a high QWL is dependent upon the extent to which jobs allow the employee to use and develop his/ her skills and competencies. In light of the above - mentioned, jobs should contain a number of features that would allow employees the chance to use and develop their human capacities and eventually experience QWL. These features include autonomy, skill variety, task significance and feedback, meaningfulness and wholeness. *Normala and Daud (2010)* in their study —Investigating the Relationship between Quality of Work Life and Organizational Commitment Amongst Employees in Malaysian Firms says that the quality of work life of employees is an important deliberation for employers interested in improving employee's job satisfaction and commitment. Lawler (1982) defines Quality of work- life as job distinctiveness and work conditions. He highlights that Quality of work-life in the organization is to improve employees' well-being and productivity. The most common interface that relates to improvement of employees' in an organization is the design of the job. Job design is to be able to provide good job satisfaction and this is probable to be more productive in work culture in the work- life. However, he accepted the fact that QWL is multifaceted, because it comprises physical and mental well being of employees.

III. RESEARCH OBJECTIVES

- Determining the variables that affect the quality of work life of Employees in IT/ITES sector.
- Determining which variable plays the most significant role on quality of work life
- Establishing hypothesis on the basis of the research work.
- Drawing a qualitative and quantitative conclusion on the basis of the survey.

IV. HYPOTHESIS DEVELOPMENT

H1= Word load has an impact on quality of work life of the employees

H2= Family life affects the quality of work life of the employees

H3= Transportation facilities affect quality of work life of the employees

H4= Compensation and benefits affects quality of work life of the employees

H5= Colleagues and supervisor relationship affects quality of work life of the employees

H6= Working environment has an impact over quality of work life of the employees

H7= Working condition and career growth opportunities affects quality of work life of the employees

V. RESEARCH METHODOLOGY

The type of research used in this article is of descriptive nature. Through this descriptive research, the article sought to resolve the answers to why, what, where and how questions of the existing employees in IT/ITES sector of Bangalore and their prospects. It also involves collecting information that explain people's beliefs, knowledge, mind-set and behavior (Fink, 1995, Sommer & Sommer, 1996). Primary data was collected through telephone and online survey for analysis and secondary data was used as a support tool. A total of 100 sample size considered to be adequate for my study. Each and every response is checked thoroughly for incomplete and missing response. The questionnaire has two parts in were the first part contains some demographic information. In the second part, the questionnaire contains 32 items to construct the seven independent variables along with a dependent variable in my study. The selected independent variables are: work load, compensation and benefits, colleagues and supervisor, working environment, working condition and career growth, family life and transportation. A five-point Likert scale (1= Strongly Disagree to 5= Strongly Agree) was used to collect data from the respondents. The questionnaire was sketched in English and understandable. Reliability analysis was done to identify the reliability of my study. Besides this, hypothesis testing was done for a proper validation and to draw an appropriate recommendation for my study.

VI. DATA ANALYSIS AND INTERPRETATION

a) Demographic Data Analysis

My study contains 60% male respondent and 40% female respondent. Among them 71% respondent's age is in between 21-30 years and rest of 29% respondents is between 31-40 years of age. However, 45% respondents already have 2-3 years of professional experience and 25% respondents have 3-5 years of experience. Moreover, some freshers are having 1-2 years of experiences are also included in my study and the percentage is 30%.

Table 1: Demographic Profile of the Respondents

| Gender | % | Age | % | Experience | % |
|--------|-----|-------|-----|------------|-----|
| Male | 60 | 21-30 | 71 | 1-2 | 30 |
| Female | 40 | 31-40 | 29 | 2-3 | 25 |
| | | | | 3-5 | 45 |
| Total | 100 | | 100 | | 100 |

b) Secondary Data Analysis

A reliability analysis is commonly used to identify the internal uniformity of the variables. However, Cronbach’s alpha is commonly used to test the reliability and the range of alpha coefficient value is in between 0 to 1. The higher value indicates the higher reliability (Hair, et al., 1992). A value more than .70 is significantly good measure for sufficient scale of reliability (Cronbach, 1951, Nunnally, 1987). According to the Cronbach’s alpha test the value of alpha in my study is 0.753 which is higher than minimum acceptable value. Therefore, 75.30% of data are reliable in my study.

Table 2 : Reliability statistics

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------|--|------------|
| .753 | .786 | 32 |

i. Hypothesis Testing

To conduct the hypothesis, test a regression analysis has been done and seven factors which have an effect in quality of work life are considered. However, details of the influence of independent variable over dependent variable have been shown below

First hypothesis was *H1*, Word load has an impact on quality of work life of the employees. According to the analysis, the significance value for the hypothesis is 0.002, which is less than level of significance $\alpha = 0.05$. So, null hypothesis is rejected and *H1* is accepted. Second hypothesis was *H2*, Family life affects the quality of work life of the employees. According to the analysis, the significance value for the hypothesis is 0.005, which is less than level of significance $\alpha = 0.05$. So, null hypothesis is rejected and *H2* is accepted. Third hypothesis was *H3*, Transportation facilities affect quality of work life of the employees. In this case, the significance value for the hypothesis is 0.007, which is less than level of significance $\alpha = 0.05$. So, null hypothesis is rejected and *H3* is accepted. My fourth hypothesis was *H4*, Compensation and benefits affect quality of work life of the employees. Here, the significance value for the hypothesis is 0.008, which is less than level of significance $\alpha = 0.05$. So, null hypothesis is rejected and *H4* is accepted. My fifth hypothesis was *H5*, Colleagues and supervisor relationship affects quality of

work life of the employees. According to the analysis, the significance value for the hypothesis is 0.312, which is greater than level of significance $\alpha = 0.05$. So, null hypothesis is accepted and *H5*, is rejected. Sixth hypothesis was *H6*, working environment has an impact over quality of work life of the employees. The significance value for the hypothesis is 0.017, which is less than level of significance $\alpha = 0.05$. So, null hypothesis is rejected and *H6* is accepted. Final hypothesis was *H7* working condition and career growth opportunities affects quality of work life and workplace skills of the employees. The significance value for the hypothesis is 0.004, which is less than level of significance $\alpha = 0.05$. So, null hypothesis is rejected and *H7* is accepted.

Table 3: Reliability tests

| Factor’s Name | Items Values |
|---|--------------|
| Quality of Work Life(Dependant) | 0.796 |
| Work Load (Independent) | 0.60 |
| Family Life ((Independent) | 0.825 |
| Transportation (Independent) | 0.526 |
| Compensation Policy and Benefits (Independent) | 0.821 |
| Colleagues and Supervisor (Independent) | 0.927 |
| Working Environment (Independent) | 0.809 |
| Working Condition and Career Growth (Independent) | 0.471 |

Table 4: Mean scores of factors of QWL

| Factors | Mean | Std. Deviation |
|---|--------|----------------|
| Work Load (Independent) | 3.0800 | .50861 |
| Family Life ((Independent) | 3.4350 | .94054 |
| Transportation (Independent) | 3.4900 | .86524 |
| Compensation Policy and Benefits (Independent) | 2.5325 | 1.02473 |
| Colleagues and Supervisor (Independent) | 4.0325 | .74845 |
| Working Environment (Independent) | 3.8700 | .76581 |
| Working Condition and Career Growth (Independent) | 3.4850 | .64630 |

Table 4: Regression analysis

| Model | R | R square | Adjusted R square | Std. Error of the Estimate |
|-------|------|----------|-------------------|----------------------------|
| 1 | .652 | .425 | .381 | .48606 |

VII. CONCLUSION AND FINDINGS

This research study is tried to examine the factors that have an impact on quality of work life of employees in IT/ITES sector Bangalore. The seven factors are work load, family life, transportation, compensation policy and benefits, colleagues and supervisor, working environment and working condition and career growth. The outcome of the research indicates that six out of seven factors (workload, family life, transportation, compensation policy and benefit, working environment and working condition and career growth) have significant influence on quality of work life and workplace skills the remaining factor (colleagues and supervisor) has no significant influence on quality of work life and promoting workplace skills.

From the finding, it can be recommended that quality of work life is such a significant concept that might be bothered due to dissatisfaction of mind set. However, the companies can focus on their employee’s welfare by providing them a better and attractive compensation policy, optimum work load and by providing a better work environment. The companies should create a career growth opportunity within their environment that may lead to a enhanced performance and therefore a better productivity. Moreover, participation management will augment the enthusiasm of employees as they will have an opportunity to participate with their ideas.

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