

Impact of Quality of Work Life on the Performance of the Employees in IT Organisations

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Abstract

The Quality of Work Life of an organization can be assessed by opinions of employees on statements regarding quality of work life[QWL] aspects. The aim of this study was to analyze the QWL among employees of different IT companies in Coimbatore region. The sample consists of 132 IT companies employees in Coimbatore. The data collected from the QWL were analyzed through descriptive statistics & correlation and ANOVA. The instrument used for analyzing the QWL is a predetermined structured questionnaire .

Keywords: Quality of work life, organizational environment.

1. Introduction

Quality of Work Life[QWL] is the conducive environment created at a work place, considered as one of the main factors for better performance and productivity. The mechanical or quantitative approach of the management assured the way for frustration 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 principles, which considers that individuals are the most important resource, to be treated with respectful dignity in the organization- as they are trustworthy, responsible and capable of making valuable contributions (1). QWL based on labour-management cooperation, provides opportunities for active involvement in group working arrangements or in problem solving that are of mutual benefit to employees or employers. People also conceive of QWL as a methodology, aimed at boosting the satisfaction and productivity of workers of autonomous work groups, job enrichment and intense-involvement (2). Many studies have been done on different sectors, but the impact on IT sector of QWL has not been undertaken. The current study presents an analysis of QWL among the employees of IT sector in Coimbatore.

1.1 Objectives of the Study

This study has two major objectives:

Primary Objective: To know the overall quality of work life in the organization and its impact on employees of IT companies.

Secondary Objective: To measure the level of satisfaction of employees towards the quality of work life

- offering suitable measures to improve the quality of work life.
- identifying the major areas of dissatisfaction if any, and pro-

vide valuable suggestions for improvement in those areas.

1.2 Scope of the Study

The study as per the above stated objectives, was confined to measuring satisfaction of the employees towards the perceptions about QWL .The study focused on working conditions, pay particulars, social integration, career planning and growth and employees opinion on Management. The aim of this study was to analyze the QWL among employees of different IT companies in Coimbatore. The sample consists of 132 employees of IT companies in Coimbatore.

1.3 Methodology

The employees were asked to fill in a demographic form encompassing their personal profile. A pilot study was conducted initially among 35 employees and the reliability was tested. The Cronbach alpha value was determined to see if all items within the instrument measure the same parameter and the value for the current study as estimated to be. The data was then collected individually through a structured questionnaire for QWL. The sample of the study consisted of employees of IT companies in Coimbatore from which 132 executives were involved. The collected data were analyzed through simple percentage method for demographic profile of the employees and ANOVAs and correlation were used.

Table 1. Respondents profile

Item	Sample (N= 132)	Percentage (%)
Gender		
Male	79	59.8
Female	53	40.2
Age		
18-25	28	21.2
26-35	56	42.4
>36	48	36.4

Marital status		
Unmarried	59	44.7
Married	73	55.3
Education qualification		
Engineering	49	37.1
PG	57	43.2
UG	26	19.7
Working experience (in years)		
>2	31	23.5
2-10	54	40.9
<10	47	35.6

As can be seen in Table 1, more Male employees (59.8%) than female responded. Of the largest age group was 26 to 35 years old, accounting for (42.4) % of the total. Most respondents were married (55.3%) and had qualification of post graduation (43.2%). Majority of the respondents had a work experience of 2-10 years (40.9).

Table 2. Descriptive statistics

Variables	Mean	Std. deviations
Working conditions(WC)	2.0720	.68694
Pay particulars(PP)	2.0126	.74752
Social integration(SI)	2.0884	.62444
Career planning and growth (CP)	1.9520	.42281
Employee opinion on Management(EOM)	2.0133	.54765

The above table 2 shows the mean and standard deviation of the responses of the various variables included in the study. The mean and standard deviation is calculated in order to measure the central tendency.

1.4 Reliability test

The data collected from the pilot study was subjected to reliability test using Cronbach Alpha. The alpha values for the items of Quality of work life are shown in Table. From the table, it has been found that the reliability coefficients for Quality of work life are more than 0.60, which is an acceptable value. So, the items constituting each variable under study have reasonable internal consistency.

Reliability Statistics	
Cronbach's Alpha	N of Items
.710	20

2. Chi-square Analysis

H_0 : There is a no association between the age of the respondents and the quality of work life.

H_1 : There is an association between the age of the respondents and the quality of work life.

Table 3. Chi-Square analysis for Age and QWL

	Value	Df	Sig.
Pearson's chi-square value	49.095	50	.020

We see from table 3 that our Pearson Chi Square value is 49.095. We have 50 degrees of freedom. Our significance is .020. There is a significant difference (our significance level is less than .05). Therefore, we can say that the two variables are associated.

Table 4. ANOVA for Work experience of the Respondents and Quality of work life

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	17.157	25	.686	1.235	.227
Within Groups	58.904	106	.556		
Total	76.061	131			

Significant at 5 percent level.

The above table 4 shows the one way ANOVA results between work experience of the respondents and the Quality of work life. One way analysis of variance was used to determine whether the respondent's opinion on Quality of work life differed among the experience of the respondents. It could be inferred from the table that the value for QWL was not significant and thus it implies that there exists no significant difference on respondent's opinion on QWL based on their work experience.

Table 5. Correlation among the variables of QWL

Variables	Wc	Pp	Si	Cp	Eom
WC	1				
PP	.225**	1			
SI	.390**	.188*	1		
CP	.077.	-.050	.069	1	
EOM	-.075	-.162	-.026	-.019	1

N=132, Correlation is significant at the ** 0.01 level, *0.05 level.

WC=Working conditions, PP=Pay particulars, SI=Social integration, CP=Career planning & growth, EOM= Employees opinion on Mgt.

Correlations between all variables of QWL are given in above table. The analysis shows that few factors like pay particulars and social integration were significantly positively re-

lated whereas other factors like career planning were positively related negatively.

3. Literature Review

Suttle (1976) defines quality of work life as the degree to which members of a work organization are able to satisfy important personal needs through their experiences in the organization. *Uma Sekaran (1985)* has examined the Quality of Work Life in the Indian (Nationalized) banking industry as perceived by organizational members at different organizational levels and in different job positions. She found that Quality of Work Life in the banking profession is not high. The recruitment of overqualified personnel for rather routine job, inequitable reward system which demotivate the better performing employees, frustration experienced due to lack of alternative job avenues, scarce chance of promotion, alienation from work etc. are pointed out as the reasons for poor Quality of Work Life in banks. To *Keith (1989)*, Quality of Work Life refers to “the favorableness or unfavorableness of a job environment for people”. The basic purpose in this regard is to develop jobs aiming at Human Resource Development as well as production enhancement. *Suri et.al. (1991)* undertook a survey to study about the quality of work life practices in the Indian Industry. The organizations covered were manufacturing and service sectors. The result of the study indicated that there are several trends, which have implications for Quality of Work life practices and their outcomes. Both public and private sector organizations least preferred the job and workplace redesign programmes. Organizations prefer system wide practices to isolated experiments, which are limited to certain section or departments. In the words of *Kumar and Tripathi (1993)*, Quality of Work Life is a philosophy of management that believes cooperative relationship between employees and managers and also believes that every employee has the ability and right to offer his intelligence and useful inputs into decisions at various levels in the organizations. *According to Ilesanmi (1997)* Quality working lives are programs representing a systems approach and It is also the total values which is both material and non material benefits enjoyed by a worker as a member of an organization with a view to improving working conditions and productivity.

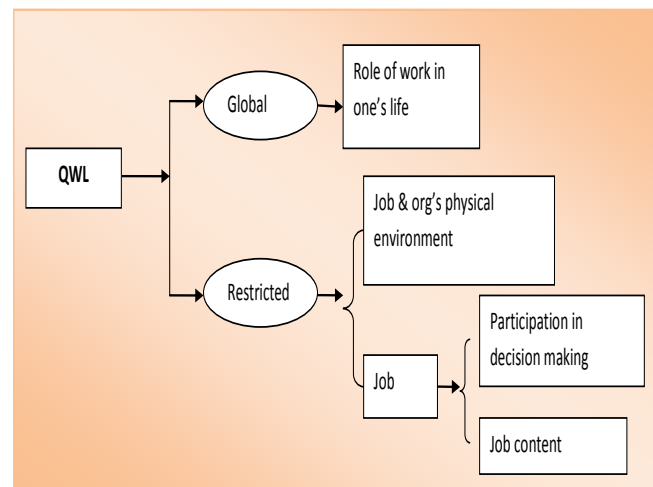
3.1 Quality of Work Life

“QWL refers to the favorableness or unfavorableness of a job environment for the people. QWL is “The degree to which members of a work organization are able to satisfy important personnel needs through their experience in the organization”.

Quality of life has always been an important concept that is considered to be a criterion for evaluating one’s own life. QWL is an intentionally designed effort to bring out increased labor management, and cooperation to jointly solve the problem of improving organizational performance and employee satisfaction (Cohen and Rosenthal). Through this study it was intended

to evaluate the QWL among the employees of IT companies in Coimbatore. Quality of Work Life encompasses various aspects relating to (1) Working Environment and (2) Employee Motivation. Employee Motivation consists of (i) Proper Communication at Shop-level, (ii) Employee Facilities, (iii) Employee Performance Recognition, (iv) Employee Participation with team spirit, (v) Development and Job redesign and Job enrichment, (vi) Dynamic HRD factors, and (vii) Status of family (Balu, 2001). It is through this evaluation of QWL the organizations try to focus on improving the employee’s performance. Following is one of the models that depict the pathway of quality of work life for an individual.

Fig.1. Quality of Work Life concept developed by Boaster and Theriault (1974)



From the above model developed by Boaster and Theriault it can be easily understood that QWL can be taken in a global perspective or it can be restricted to one’s own life and this all depends on the totality or the importance of the work that one assumes in his/her life.

4. Findings

Of the total respondents taken in the study, the largest age group was 26 to 35 years old, accounting for (42.4) % of the total. Majority of employees (40.9%) work experience of 2-10 years. Majority of Respondents (59.8%) taken for the Research working in the IT companies were male. The reliability coefficients for QWL were shown to be 0.710, which showed that each variable under study have reasonable internal consistency. Pearson Chi Square value is revealed to be 49.05. There was a significant difference and it showed the two variables were associated. Value for QWL was not significant and thus it implied that there existed no significant difference on respondent’s opinion on QWL based on their work experience ($F(25,106) = 1.235, p = .227$).

5. Limitations

Limitations of this study are: Even though this research is adopted with questionnaire investigation and concise questions

to the best of one's ability, it is still not known whether the respondents can substantially understand the original contextual meaning of the questionnaire & give proper feedback.

The survey is limited to selected companies in Coimbatore, due to time constraint. The findings are limited to the responses, by only the employees of companies, involving chance of bias. Larger study population could enable reliable results on the various dimensions studied.

6. Conclusions and Suggestions

The present study aimed to analyze quality of work life among the employees of IT companies in Coimbatore region. Consideration of the feedback provided by the respondents revealed that for most of the respondents Quality of work life were largely associated with their age and there was no significant difference on respondent's opinion on QWL based on their work experience. Based on the results of the study, useful information was given for the managers about improving the Quality of work life of their employees. This study also helped the organization providing suggestions like Improving more policies and some good entertainment and relaxation programs for employees. Improving good relationship with employees and providing friendly environment in the organization, making the employees take pleasure in the work, establish career development systems etc.

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