

An Empirical Analysis of Quality of Work Life of Employees in Indian Private Sector Organizations

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Abstract— The aim of this study is to analyse the quality of work life of employees working in private sector organizations in India. Quality of Work Life (QWL) is evaluated from six dimensions. They are; work condition and work complexity, organizational and interpersonal relations, employee involvement and commitment, growth feeling opportunities, job satisfaction and job security. Respondents are selected based up on the convenient sampling technique and collected data by using a structured questionnaire. Total 238 valid samples are obtained and preceded for analysis by employing descriptive statistics and Multiple Regression analysis. Results of the study reveal that, the dimensions; work condition and work complexity, organizational and interpersonal relations, employee involvement and commitment, and growth feeling opportunities have the significant impact on QWL of the employees. Whereas, job satisfaction and job security do not have any significant impact. The reason behind these findings could be due to the employees working in private sector are with pre-notion that, jobs in private sector will not give job security and job satisfaction. Hence, it is recommended that, management of private sector organizations should focus on these dimensions to ensure Quality of work life of their employees.

Keywords—Employee involvement and commitment, job satisfaction, Job security, Quality of Work Life, Work condition and work complexity

I. INTRODUCTION

QUALITY of Work Life (QWL) is a philosophy, a set of doctrine, which holds that people are the most essential resource in the organization as they are trustworthy, responsible and capable of making valuable contribution and they should be treated with dignity and respect. Even as there has, for many years, been much research into job satisfaction, and more recently, an interest has arisen into the broader concepts of strain and subjective well-being, the precise nature of the relationship between these concepts has still been little explored. The quality of work life is a subject of human resources managers and behavior sciences authorities. They consider the attention and right perception of quality of work life as a tool for improvement the management performance. For healthy employee relations, it is necessary to have well defined policies and procedures as because reactive policies

can't continue for long. Growing competition, complex economic environment, rising labor costs, etc. compel organizations to adopt proactive strategies towards employee relations, while having proactive strategies; the organizations have to ensure achievement of corporate objectives through cooperation and commitment of employees. As the composition of workforce continues to change, companies focusing on quality of work life (QWL) of employees are expected to gain leverage in hiring and retaining valuable people. QWL is a comprehensive programme designated to improve employees' satisfaction. It is a way of thinking about people, work and organization and creates a sense of fulfillment in the minds of the employees and contributes toward greater job satisfaction, improving productivity, adoptability and overall effectiveness of an organization. Heskett et al. (1997) proposed that QWL, which is measured by the feelings that employees have toward their jobs, colleagues, and companies, would ignite a chain effect leading to an organization's growth and profitability in the end. To improve the quality of work life of the employees, companies are now emphasizing on cordial employee relations and adopting a human resource strategy that places high value on employees as organizational stakeholders. In addition, companies with strong employee relations initiatives will benefit because their workforce is highly motivated to expend their best efforts (Gomez-Mejia et al., 2001). It involves providing fair and consistent treatment to all employees so that they will be committed to the organization.

At the same time as quality of life has been more widely studied, it is remains relatively unexplored and unexplained. Where quality of working life has been explored, writers differ in their views on its core constituents. A clearer understanding of the inter-relationship of the various facets of quality of working life offers the opportunity for improved analysis of cause and effect in the workplace. With rapid technological advances and their applications in business have resulted into creation of a situation in which employees have started developing the feeling of powerlessness, normlessness, social isolation, and self-estrangement. Such a feeling has resulted into lesser increase in productivity as compared to what was envisaged at the time of adopting a new technology. This forced the academicians and practitioners to see the workplace problems with a different perspective, that is, social perspective which resulted into the conclusion that productivity of employees was not affected by the type of technology alone but by the environment that prevailed at the workplace. This led to the emergence of concept of quality of

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work life (QWL) during 1970s which aims at integrating the socio-psychological needs of people in the organization. The unique requirements of a particular technology, the structure and processes of the organization, and socio-cultural milieu. From the shop floor, the concept of quality of work life spread to other parts of the organization covering white-collar employees and even managerial personnel. Various authors have defined quality of work life as follows:

Definitions of QWL:

QWL as “a process by which an Organization responds to employee needs by developing mechanisms to allow them to share fully in making the decisions that design their lives at work.” - **Robbins (1989)**

“Quality of work life is the degree to which members of a work organization are able to satisfy important personal needs through their experiences in the organization.” - **Suttle (1977)**

“Quality of work life is an indicator of how free the society is from exploitation, injustice, inequality, oppression and restrictions on the continuity of growth of man, leading to his development to the fullest.” - **De (1976)**

“Quality of work life is the work culture that serves as the cornerstone” – **Richard Walton (1975)**.

“Quality of work life is more than fad, more than any attempt to pacify the growing demands of impatient employees, for the manager, QWL can offer new challenges, opportunities for growth and satisfaction” – **Graver Robert F (1983)**.

“QWL is the degree to which work in an organization contributes to material and psychological well-being of its members” – **Harrison M (2004)**.

“It is a process by which an organization attempts to unlock the creative potential of its people by involving them in decisions affecting their work lives” - **Robert H.Guest (1979)**.

“In organizational design and development, an approach seeking to improve the working environment and employee-employer relations” – **Daya Narain (1997)**.

Components and Functions of Quality of Work Life:

Regular assessment of Quality of Working Life can potentially provide organizations with important information about the welfare of their employees, such as job satisfaction, general well-being, work-related stress and the home-work interface. Studies in the UK University sector have shown a valid measure of Quality of Working Life exists-and can be used as a basis for effective interventions. Worrall and Cooper (2006) recently reported that a low level of well-being at work is estimated to cost about 5-10% of Gross National Product per annum, yet Quality of Working Life as a theoretical construct remains relatively unexplored and unexplained within the organizational psychology research literature. The components includes under Quality of Work Life (QWL) are as follows:

- 1.Adequate and Fair Compensation
- 2.Safe and Healthy Working Conditions
- 3.Immediate Opportunity to Use and Develop Human Capacities
- 4.Opportunity for Continued

- 5.Social Integration in the Work Organization
- 6.Constitutionalism in the Work Organization
- 7.Work and Total Life Space
- 8.Social Relevance of Work Life
- 8.Respect from supervisor and trust on employee’s capability
- 9.Change of work
- 10.Challenge of the work
- 11.Future development opportunity arising from the current Work
- 12.Self esteem
- 13.Scope of impacted work and life beyond work
- 14.Contribution towards society from the work
- 15.Safe work environment
- 16.Equitable wages
- 17.Equal employment opportunities
- 18.Opportunities for advancement
- 19.Job satisfaction
- 20.Job involvement
- 21.Work role ambiguity
- 22.Work role conflict
- 23.Work role overload
- 24.Job stress
- 25.Organizational commitment
- 26.Turn-over intentions
- 27.Job security
- 28.Reward systems
- 29.Training
- 30.Career advancements opportunities
- 31.Participation in decision making
- 32.Poor working environments
- 33.Resident aggression
- 34.Balance of work and family
- 35.Shift work
- 36.Professional isolation
- 37.Lack of recognition
- 38.Poor relationships with supervisor/peers
- 39.Role conflict
- 40.Lack of opportunity to learn new skills
- 41.Favorable work environment
- 42.Personal growth and autonomy
- 43.Nature of job
- 44.Stimulating opportunities and co-workers
- 45.Health and well-being
- 46.Competence development
- 47.The balance between work non work life
- 48.Career satisfaction
- 49.Career achievement
- 50.Career balance
- 51.Fair Pay and Autonomy
- 52.Reward systems
- 53.Training and career advancement opportunities
- 54.Trust in senior management
- 55.Recognition of efforts
- 56.Health and safety standards at work
- 57.Amount of work to be done
- 58.Level of stress experienced at work
- 59.Occupational health and safety at work
- 60.Fringe benefits
- 61.Welfare measures
- 62.Physical work environment
- 63.Work load and job stress
- 64.Human relations and social aspect of work life
- 65.Penalty system
- 66.Equity, justice and grievance handling
- 67.Work and total life space
- 68.Image of organization
- 69.Physical, Psychological, and Social factors
- 70.Work environment
- 71.Organization culture and climate
- 72.Relation and co-operation
- 73.Training and development
- 74.Compensation and Rewards
- 75.Facilities
- 76.Autonomy of work
- 77.Adequacy of resources

II. LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

Mohan and Ashok (2011) analyzed the drastic role of QWL on employee’s work performance with reference to textile mills and weaving mills. Many advantages derived from quality of work life. They examined variables related to quality of work life such as adequate & fair pay, health and well-being, job security, job satisfaction, growth opportunities, interpersonal relations and work and non-work life balance. The article concludes that QWL is challenging both to the individuals and organizations, that welfare measures have important implications for their performance.

Walton (1974) attributes the evolution of Quality of Work Life to various phases in history. Legislations enacted in early twentieth century to protect employees from job-injury and to eliminate hazardous working conditions, followed by the unionization movement in the 1930’s and 1940’s were the initial steps in this direction. Emphasis was given to job security, due process at the work place and economic gains for

the worker. The 1950's and the 1960's saw the development of different theories by psychologists proposing a positive relationship between morale and productivity that improved human relations. Attempts at reform to acquire equal employment opportunity and job enrichment schemes also were introduced. Finally in the 1970's the idea of Quality of Work Life was conceived which according to Walton, is broader than these earlier developments and is something that must include 'the values that were at the heart of these earlier reform movements and human needs and aspirations'.

Jain (1991) has made an attempt to identify the potential dimensions of Quality of Work Life in the sample unit for all hierarchical levels in a large private industry and to study the quality of Work Life at various hierarchical levels for understanding different effect of Quality of Work Life dimensions. Studying the hierarchical effects in viewing the Quality of Working Life and the effect of Quality of Working Life on Group Behavior were the twin goals taken for the study. The investigation was concentrated on the administration, shipping, sales, and carpentry, security, plant, painting and stores departments of the industry. The population studied had strength of 644 employees spread over the eight departments in the industry. A questionnaire (QWL Scale) developed by the investigator was used to collect data on 'QWL'. The scale includes eight basic major factors (1) Adequate Income and Fair Compensation, (2) Safe and Healthy Working Conditions, (3) Immediate Opportunities to use human capacities, (4) opportunity for Continued Growth and Security, (5) Social Integration in the work organization, (6) Constitutionalism in work organization, (7) Work and Total Life Space, and (8) Social Relevance of Working Life. The data were collected through questionnaire from five strata's of the employees, namely Executives, Supervisors, Skilled Workers, Semiskilled workers and unskilled workers across the eight departments.

III. OBJECTIVES OF THE STUDY

1. To analyze the quality of work life (QWL) of the employees working in private sector organizations.
2. To examine the effect of QWL dimensions on employees overall QWL.
3. To identify the most important dimension of QWL.

IV. HYPOTHESES OF THE STUDY

1. Work condition and work complexity have significant effect on employees' QWL.
2. Organizational and interpersonal relations have significant effect on employees' QWL.
3. Employee involvement and commitment have significant effect on employees' QWL.
4. Growth feeling opportunities have significant effect on employees' QWL.
5. Job satisfaction has significant effect on employees' QWL.
6. Job security has significant effect on employees' QWL.

V. METHODOLOGY

Respondents were randomly selected from major well-known Indian private sector organizations. Overall, 350 employees were contacted and asked to participate in the survey, out of them 238 employees agreed to participate and filled the questionnaire, which reflects 68 percent response rate. Data is analyzed by using SPSS 21 version. Descriptive statistics is used to analyze the demographical characteristics of the respondents. Multiple regression analysis is employed to examine the direct effect QWL dimensions on employees overall QWL. Decision on hypotheses is taken based up on t-values at 0.05 significant level.

VI. RESULTS

A. Demographic characteristics of the respondents

Among the 244 respondents, 75 percent were male ($n = 183$) and 25 percent were female ($n = 61$). Majority (70 percent) of the respondents' income level was above ₹ 20000. 65 percent ($n = 158$) possess graduation degree, 75 percent ($n = 183$) were in age group of 21-45 year. Thus the present study has the well composition of samples' demographical characteristic

B. Multiple Regression Analysis

The prediction model is found statistically significant, $F(6, 231) = 171.481$, $p < .001$, and accounted for approximately 81.7% of the variance in Quality of Work Life ($R^2 = .817$, Adjusted $R^2 = .812$). It means the predictor variables i.e., a. Predictors: (Constant), Work Condition and Work Complexity, Organizational and Interpersonal Relations, Employee Involvement and Commitment, Growth feeling Opportunities, Job Satisfaction and Job Security are able to explain 81.7 % of total variance of the dependent variable i.e., quality of work life properly. For a good model fit, the difference between R^2 and Adjusted R^2 should not more than 0.05. It is achieved ($R^2 - \text{Adjusted } R^2 = 0.005 < 0.05$) for this study. 90.4% ($R = .904$) of correlation exist between the observed and predicted values of dependent variable. Autocorrelation is checked by using Durbin-Watson test and the value is found 2.102 which are approximate to 2. It means that there is no autocorrelation problem exist for this model. The summary of the regression model is presented in the Table I.

The ANOVA table shows that the test of significance of the model. It is found statistically significant. Apart from this, it also presents the total variance which is partitioned into the variance which can be explained by the independent variables (Model) and the variance which is not explained by the independent variables (Error). It is presented in Table II.

Results of the regression model shows that Quality of Work Life can be predicted by Job security as the t-value was 3.393, which was significant ($p < 0.001$) at the 5% significant level. It means one unit of change in Job satisfaction causes 0.180 unit of change in the Quality of Work Life. Thus it can explain about 18% of the total variance in Quality of Work Life. In other word, job security might causes to create better QWL in the minds of employees. Similarly, except Organizational and Interpersonal Relations, all the factors have significant effect on Quality of Work Life.

TABLE I
MODEL SUMMARY
Model Summary

Model	R	R Square	Adjusted R Square	Change Statistics					Durbin-Watson
				R Square Change	F Change	df1	df2	Sig. F Change	
1	.904 ^a	.817	.812	.817	171.481	6	231	.000	2.102

Predictors: (Constant), Work Condition and Work Complexity, Organizational and Interpersonal Relations, Employee Involvement and Commitment, Growth feeling Opportunities, Job Satisfaction and Job Security

TABLE II
ANOVA RESULTS

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	523.634	6	87.272	171.481	.000 ^a
	Residual	117.564	231	.509		
	Total	641.197	237			

Predictors: (Constant), Work Condition and Work Complexity, Organizational and Interpersonal Relations, Employee Involvement and Commitment, Growth feeling Opportunities, Job Satisfaction and Job Security

Dependent Variable: Quality of Work Life

TABLE III
REGRESSION CO-EFFICIENT

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Results
		B	Std. Error	Beta			
1	(Constant)	-.062	.170		-.363	.717	
	WCWC	.180	.053	.176	3.393	.001	Accepted
	OIPR	.201	.055	.198	3.674	.000	Accepted
	EIC	.203	.055	.201	3.688	.000	Accepted
	GFOQWL	.401	.065	.396	6.140	.000	Accepted
	JS	.012	.030	.012	.420	.675	Rejected
	JSEC	.011	.028	.011	.390	.697	Rejected

Dependent Variable: Quality of Work Life

VII. CONCLUSION AND DISCUSSIONS

This study has examined the factors which have effect on Quality of Work Life of the employees working in private sector organizations. It was found that, work condition and work complexity, organizational and interpersonal relations, employee involvement and commitment, and growth feeling opportunities have the significant impact on QWL of the employees.

Whereas, job satisfaction and job security do not have any significant impact. The reason behind these findings could be due to the employees working in private sector are with pre-notion that, jobs in private sector will not give job security and job satisfaction. Among these all six independent factors, GFOQWL was found the most important influencing factor.

Hence, it is recommended that, management of private sector organizations should focus on these dimensions to ensure Quality of work life of their employees.

Hence, findings of this study will be the great interest for the employers, who wish to look for the welfare of employees.

Thus, this study has theoretical and practical implications that benefit the research in several way, which related to Quality of Work Life.

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