



A STUDY ON QUALITY OF WORK LIFE AMONG EMPLOYEES IN IT SECTOR IN HYDERABAD

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Abstract

Quality of work life is becoming an imperative issue to achieve the goals of the organization in every sector whether it is education, service sector, banking sector, tourism, manufacturing, etc. Attrition, Employee Commitment, Productivity etc. depend upon the dimensions of Quality of work life i.e. Job Satisfaction, Organizational Commitment, Reward and Recognition, Participative Management, Work life Balance, Proper Grievance Handling, Welfare Facilities, Work Environment, etc. An Organization can provide a better QWL if it develops the healthy working environment as well as satisfaction among the employees. High QWL can result in better organizational performance, effectiveness, etc. Today, quality of work life also affects the corporate social responsibility. Quality of work life is the corroboration between the employees and their organizations, it improves the family life as well as work life of an individual. The purpose of the study is to determine the factors that influence the quality of work life. This study also aims to determine whether there are any statistically significant differences in the respondents' overall quality of work life by relations in work place, work schedule. The survey was carried out from the employees in IT Sector in the vicinity of Hyderabad city. Data was collected through the questionnaire on a five point Likert Scale. Both the inferential and descriptive statistics were used to analyse the data using the SPSS software. The study finally concluded that work environment, job analysis, satisfaction and motivation are the four major factors that help the employee for their better performance in the organization.

Key Words: *Job Satisfaction, Job Security, Organization Commitment, Participative Management, Quality of Work Life and Salary.*

Introduction

The success of any organization is highly dependent on how it attracts, recruits, motivates and retains its workforce. Harmony and Healthy work environment are important to retain and develop high-quality work and life for employees. Today's organization needs to be more flexible so that they are equipped to develop their workforce and enjoy their commitment. Simultaneously, it is important to minimize job burnout, stress and unbalance of work requirement and family. Therefore, the organizations are required to adopt a strategy to improve the employees Quality of Work Life to satisfy both the organizational objectives and employee needs. Quality in an organization is defined as a value, an advantage, as a determination of conformity and as meeting customers' expectation. Quality of Work Life is a relatively new concept, which is referred to as the overall quality of an individual's working life. QWL is considered as a sub-concept of the broad concept of the Quality of life, which refers to the overall quality of individuals' life.

Richard and J. Joy define QWL as "the degree to which the members of the working organization are able to satisfy the important needs through their experience in the organization." QWL refers to the level of satisfaction, motivation, involvement, and commitment individuals experience with respect to their lives at work. According to the American Society of Training and Development, Quality of Work Life is a process in the organization, which enables its members at all the levels to participate actively and effectively in shaping the organization environment, methods and outcomes. Employees are the most assets of any organization and its success or failure depends on their qualification and performance. It tries to install in employees the feelings of security, equity, pride, internal democracy, ownership, autonomy, responsibility, and flexibility.



Quality of Work Life refers to fair remuneration, safe & healthy environment, opportunities for growth. Better Quality of Work Life leads to motivation and satisfaction. Motivated and satisfied employees make better contribution to production, quality and productivity. Quality of Work Life denotes all the organizational inputs which aim at the employee satisfaction and enhancing organizational effectiveness. In the late 1950's the term Quality of Work Life refers to the favourableness and unfavourableness of job Environment for people. Nadler, D. A. and Lawler, E.E. (1983) defined QWL as an individual's perception of and attitudes towards, his or her work and the total working environment. In simple words, QWL can be defined as an individual's evaluative reactions to satisfaction with his/her work and the total working environment. The concept of QWL is gaining increasing attention in the area of Human Resource Management. The QWL encompasses the sum of total healthy experience of individual's experience in various facets of the work life or life at work.

The reaction of employees to work depends upon three factors

1. The personality traits and individual characteristics such as need pattern, tolerance for ambiguity, locus of control, work ethics, values, abilities and skills of the employees.
2. characteristics of the job, such as the amount of challenge it offers, the extent of autonomy one has in doing the job, the extent of skills used in performing the job, and the like.
3. Facilities offered by the organization at the work place such as reward systems and training facilities.

Broadly, the Concept of QWL Involves Four Major Aspects

1. safe work environment,
2. occupational health care,
3. suitable working time and
4. Appropriate salary.

The safe work environment provides the basis for a person to be happy at work. The work should not pose a health hazard for the person. The employer and employees are aware of their risks and rights, and could achieve a lot for their mutual benefit. The concept of QWL is based on the assumption that a job is more than just a job; it is the centre of a person's life.

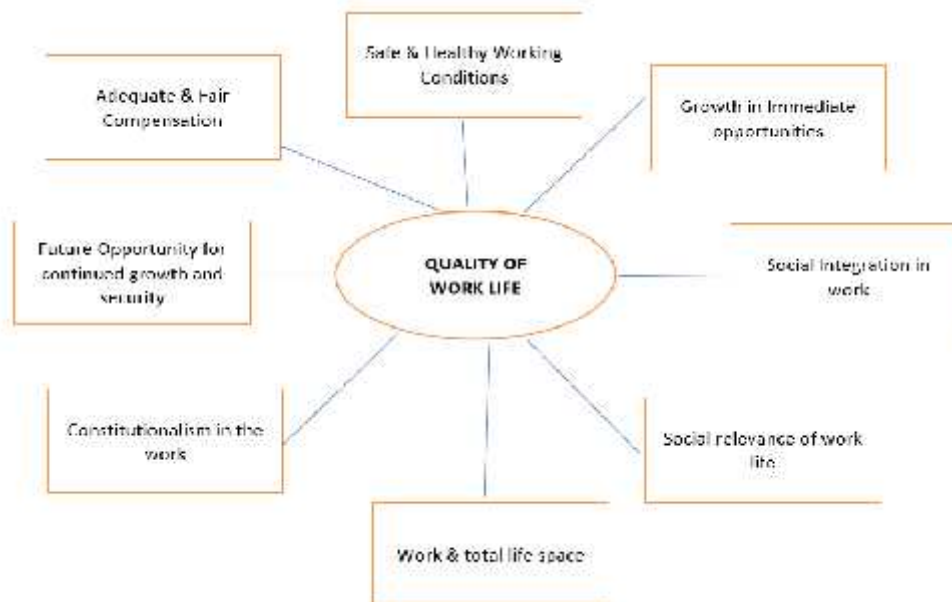


Fig 1: Quality of Work Life

Source: Walton, R. E. (1975). Criteria for Quality of Working Life 'in Davis, L. & Cherns, A. (eds) (1975) The Quality of Working Life Vol 1, Free Press, New York, 91-10.



Objectives

1. To identify the type of rewards in the reward system for the good performance of the team.
2. To identify the different measures preferred by the employees in the IT Sector to improve the quality of work life.
3. To identify the various aspects that enhances the positive attitude towards the job.
4. To examine the relation between dimensions and the quality of work life.
5. To identify the relation between gender and the dimensions of quality of work life.

Literature Review

Walton (1975) proposed eight major conceptual categories relating to QWL as (1) adequate and fair compensation, (2) safe and healthy working conditions, (3) immediate opportunity to use and develop human capacities, (4) opportunity for continued growth and security, (5) social integration in the work organization, (6) constitutionalism in the work organization, (7) work and total life space and (8) social relevance of work life. He proposes eight conceptual categories that together make up the quality of working life. He specifically refers to reasonable hours of work, zero risk, and physical conditions of work and age restrictions on both lower and upper side. Once again, concern for safety in the work place in India is enshrined in the Factories Act, 1948 which lays down minimum standards of protection from machine and other hazards (noise, pollution, fume, gases etc.) at the place of work.

Taylor (1979) described the essential components of quality of working life as; basic job factors, wages, working hours and working conditions, intrinsic job characteristics and nature of the work itself. He suggested that a number of other aspects could be added in quality of work life.

These aspects are worker participation in the management, fairness and equity, social support, use of one's present skills, competency development, a meaningful future at work, social relevance of the work and effect on extra work activities. He suggested that quality of work life concepts is globally relevant, although their magnitude may vary according to organization and employee group.

Manga, M.L. and A. Maggu (1981) in their study "QWL: A study of Public Sector in India" found that influence of QWL on the health of the public sector organizations; as such on the members of such organizations. They have concluded that the QWL in the Indian public sector is poor and there exists a significant gap between what managers expect and what they have. They also point out the nature of obstructions of QWL efforts like too much bureaucratization, rule-orientation and adherence to traditional management styles.

Sangeetha Jain (1991) viewed it as consisting of a "whole parcel of term and notions all of which really come under the quality of working life umbrella". she includes industrial effectiveness, human resource development, organizational effectiveness, work restructure, job enrichment, socio-technical system, group work concepts, labour management, cooperation, working together, workers' involvement, workers' participation and cooperative work statures.

George Mason University (GMU) (2000) has provided insight into Quality of Work Life (QWL) of workers. They found various reasons of satisfaction and dissatisfaction. They evaluated work-related perceptions of the workplace held by different levels of employees. They cited various attributes of job as source of satisfaction and dissatisfaction. They found the constructs of Quality of Work Life (QWL). The findings of George Mason University (GMU) would provide a starting point for designing of jobs to ensure good Quality of Work Life.

David Lewis et al (2001) studied on the extrinsic and intrinsic determinants of quality of work life. The objective of the research was to test whether extrinsic or intrinsic or prior traits test predict satisfaction with QWL in health care. The variables used extrinsic traits: salary or other tangible, intrinsic traits: skills, level, Autonomy and challenge, prior traits: gender and employment traits, co-workers, support, supervisor, treatment and communication. Survey was conducted in 7 different health care and respondents was 1,819/5486 staff (33%). Data was gathered from the circulate questionnaire and test applied for data analysis was regression



method and factor analysis. The findings showed pay, supervisor style, commitment and discretion, all play a role in determining QWL. Female employees were less satisfied with these traits than male.

Rethinam, G. S., & Ismail, M (2008) in his study examined that many factors determine the meaning of quality of work life (QWL), one of which is work environment. A group of workforces that is greatly affected in QWL as a result of dynamic changes in work environment is information technology (IT) professionals. The constructs of QWL discussed are health and well-being, job security, job satisfaction, competency development, work and non-work life balance.

ChandranshuSinha (2012) factors affecting quality of work life: Empirical Evidence from Indian Organizations. Sampling size was taken for this research was 100 employees and Career growth & development, Organizational Culture, emotional supervisory support, flexible work arrangement, employee motivation, Organizational commitment, job satisfaction, rewards and benefits and compensation are used as dimensions of QWL.

Data analysed through Kaiser Meyer Olkin which determine the sufficiency of the sample size and Bartlett test of sphericity was calculate the meaningfulness of the correlation matrix and factor analysis. According to this research paper comes on conclusion that profit of successful organization is not achieved at the expense incurred to the employee by organization.

S.Khodadadi et al (2014) investigated the QWL dimensions effect on the employees' job satisfaction. In this study independent variables were permanent security providing, salary and benefits payment policies, development and promotion opportunity, and job independence, job satisfaction as the dependent variables. 114 employees selected randomly for this study and two questionnaires of "quality of work life" and "job satisfaction" were used for data collection and Data analysis was done by using SPSS software. The results of the study showed that the salary and benefits' policies have a significant and positive effect on employees' job satisfaction.

Mandira Dey, Pradyumna Tripathy (2015) in the study of Quality of Work Life-AFulcrum to Employer-Employee Relationship. The authors have suggested a Quality of Work Life Model called TRACK that stands on five pillars i.e. Transparency, Relationship, Autonomy, Collaboration, and Knowledge which demand both the employer as well as employees' commitment to the organization and an environment in which this commitment can flourish.

Jnaneswar K (2016) Study on the Level of Quality of Work Life Experienced by theEmployees of Public Sector Units in Kerala in the study researcher study attempts to find out the level of quality of work life among the employees of public sector units in Kerala and also finds that male and female employees are experiencing the same level of Quality of work life.

Research Methodology

Research Design and Data Collection

The study is entirely based upon the survey conducted by using the questionnaire for primary data which contains the basic information such as name, gender, designation, experience, etc. It mainly concentrates on the questions related to QWL among employees in IT sector. All the employees are asked to rate the questions related to QWL in 5 point Likert scale. The data is analysed using correlation, chi-square tests and simple percentage analysis.

Data Analysis: To identify the type of reward in the reward system for the good performance of the team.



Table 1: Rewards for Good Performance

Rewards	No. of Respondents	% of Respondents
Monetary Benefits	38	58.5
Promotion	40	60
Job Enrichment	22	33.8
Telecommuting	3	4.6
Vouchers	17	24.6
Profit sharing	8	12.3
Life Insurance	12	18.5
Medical Insurance	12	18.5
Flexible Schedules	7	9.2
Others	1	1.5

Inference: From the above table, it can be deduced that the 60% employees consider promotion as reward for good performance, 58.5% go with the monetary benefits, 33.8% consider Job Enrichment as a reward and 24.6% of employees prefer vouchers as an appreciation.

To identify different measures preferred by the employees to improve the quality of work life.

Table 2: Improve the Quality of Work Life

Improve the Quality of Work life		No. of Respondents	% of Respondents
More suitable working hours		19	29.2
Better pay and conditions		28	43.1
Better activities	development/promotional	32	49.2
Better management		22	33.8
Other		5	7.5

Inference

From the above table, it can be deduced that 49.2% of employees consider better development and promotional activities as an important factor to improve the QWL, whereas 43.1% of the employees consider better pay conditions and 33.8% of the employees consider better management as main factor. Moreover, 29.2% of the employees consider working hours as a main criterion to improve the QWL. 7.5% of the employees opt the other option to improve QWL.

Null HypothesisH0: There is no significant association between the relations in work place and overallQuality of Work life.

Alternate Hypothesis H1: There is a significant association between the relations in work place and overallQuality of Work life.



Table 3: Relations in work place Vs. Quality of Work Life

		Overall Quality of work life					Total
		1	2	3	4	5	
Relations in your work place	1	12	8	2	2	0	24
	2	5	17	8	1	1	32
	3	2	2	1	3	1	9
Total		19	27	11	6	2	65

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	20.015 ^a	8	.010
Likelihood Ratio	18.161	8	.020
Linear-by-Linear Association	8.178	1	.004
N of Valid Cases	65		

Inference

Since significance value $p < 0.05$ i.e., $p = 0.01$, Null hypothesis is rejected. Hence, there is a significant association between relations in work place and overall Quality of Work life.

Null Hypothesis H0: There is no significant association between the work schedule and overall Quality of Work life.

Alternate Hypothesis H1: There is a significant association between the work schedule and overall Quality of Work life.

Table 4: Work Schedule Vs. Quality of Work Life

		Overall Quality of work life					Total
		1	2	3	4	5	
Work schedule	1	15	20	9	6	2	52
	2	1	2	1	0	0	4
	3	1	2	0	0	0	3
	4	0	1	0	0	0	1
	5	0	1	1	0	0	2
	6	2	1	0	0	0	3
Total		19	27	11	6	2	65

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.545 ^a	20	.988
Likelihood Ratio	11.016	20	.946
Linear-by-Linear Association	1.486	1	.223
N of Valid Cases	65		



Inference

Since significance value $p > 0.05$ i.e., $p = 0.988$, Null hypothesis is accepted. Hence, there is no significant association between Work schedule and Overall Quality of Work life.

Null Hypothesis H_0 : There is no correlation between gender of the employee and the Career Development Activities.

Alternate Hypothesis H_1 : There is a correlation between gender of the employee and the Career Development Activities.

Table 5: Gender vs. Career Development Activities

		Gender	Career Development Activities
		1	-.124
	Pearson Correlation		
Gender	Sig. (2-tailed)		.32
	N	65	65
		-.124	1
	Pearson Correlation		
	Career Development Activities Sig. (2-tailed)	.324	
	N	65	65

Inference

As Pearson correlation value is negative i.e. -0.12 states that these two variables gender and Career Development Activities are negatively correlated. Thus, there is no relation between Gender and Career Development Activities.

Null Hypothesis H_0 : There is no correlation between gender of the employee and the Compensation and Benefits.

Alternate Hypothesis H_1 : There is a correlation between gender of the employee and the Compensation and Benefits.

Table 6: Gender Vs. Compensation and Benefits

		Gender	Compensations and Benefits
		1	.097
	Pearson Correlation		
Gender	Sig. (2-tailed)		.444
	N	65	65
		.097	1
	Pearson Correlation		
	Compensations and Benefits Sig. (2-tailed)	.444	
	N	65	65



Inference

As Pearson correlation value is positive i.e. 0.097 states that these two variables Gender and Compensation and Benefits are positively correlated. Thus, there is a relation between Gender and Compensation and Benefits.

Null Hypothesis H₀: There is no correlation between gender of the employee and the Safety and Health Conditions.

Alternate Hypothesis H₁: There is a correlation between gender of the employee and the Safety and Health Conditions.

Table 7: Gender Vs. Safety and Health Conditions

		Gender	Safety and Health Conditions
Gender	Pearson Correlation	1	.044
	Sig. (2-tailed)		.726
	N	65	65
Safety and Health Conditions	Pearson Correlation	.044	1
	Sig. (2-tailed)	.726	
	N	65	65

Inference

As Pearson correlation value is positive i.e. 0.044 states that these two variables Gender and Safety and Health Conditions are positively correlated. Thus, there is relation between Gender and Safety and Health Conditions.

Summary

Table 8: Summary of Hypothesis

S.No	Parameters	Significance Value	Result
1.	Chi-Square test		
	a) Relations in workplace and Quality of Work Life.	0.01	Accept H ₁
	b) Work schedule and Quality of Work Life.	0.988	Accept H ₀
2.	Correlation test		
	a) Gender and Career Development Activities.	-0.124	Accept H ₀
	b) Gender and Compensation and Benefits.	0.097	Accept H ₁
	c) Gender and Safety and Health Conditions.	0.044	Accept H ₁

Findings

1. From the data, 36.9% of employees belong to the age group of 31-40 years.
2. In the survey, 64.62% of the employees are males whereas 35.38% of the employees are females.
3. It is found that 41.5% of the respondents have the working experience of >13 years and 24.6% of the respondents have experience <1 year.
4. Matrix/Network Communication is followed in 38.5% of the organisations in IT Sector.
5. It is found that 70.8% of the employees like work environment in their organisation.
6. Moreover, 64.6% of the employees consider working environment and recognition of effort as the important factor that enhances the positive attitude towards the job.
7. Further, 83.1% of the employees agree that their management maintains the quality circles as per the norms and standards.



Conclusion

All over the world people are craving for human dignity and respect. Besides their aspirations and expectations are rising along with rapid changes in times and technologies. There is growing significance attached to human resources. Therefore, it is necessary to ensure quality work life for all-round peace and prosperity. Better quality of work life leads to increased employee morale. It minimizes attrition and checks labour turnover and absenteeism. There will be better communication and understanding among all employees leading to cordial relations. It is the social and professional environment in which employees are supposed to interact with a number of people. Employees' are supposed to co-ordinate with each other in one way or the other. They may be working in a team or in dependent. It depends upon their position and status in their work place. Work environment does not only count the living world things but also the materialistic world stuff. It finally concluded that work environment, job analysis, satisfaction and motivation are the four major which dominates all the other factors and helps the employees for their better performance in the organization.

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