

## Quality of Work Life and Organization Culture

*J. Vignesh Shankar*

Research Scholar, St.Peter's University, Chennai, Avadi-600054.

### **Abstract**

The Objective of this paper is to determine the quality of work life and morale of employees and their effects on organization culture. To reach the quality of work life mostly depends upon making regular attempts from an organization, which provides their employees with more opportunities so that they can be more effective in their organization. Quality in an organization is defined as an advantage, as a value, as determination of conformity and as meeting customer's expectations. Good quality of work life is necessary for an organization to attract and to retain skilled and talented employees. Employees are the most important assets of any organizations and its success or failure depends on their qualifications and performance. In order to survive in the competitive market because of Liberalization, Privatization and Globalization and to minimize the attrition rate of employees the quality of work life initiatives are very important. Motivated employees and Satisfied customers are the backbone of any successful organizations. This paper focuses and analyzes the literature findings which involve quality of work life and predictors of employee motivational strategies.

**Keywords :** Motivation, Job Satisfaction, Job Environment, Enhancement, Empowerment

### **Introduction**

“Human resources are the greatest assets of any industries. You can raise tariffs or prevent MNCs from entering, but one can't stop the employees from leaving if they are dissatisfied”. – N.R.Narayana Murthy, Founder of Infosys Technologies. It signifies the importance of human resources in any industries. Human resources treat them as the most powerful assets and find good reason to work towards their satisfaction. The best companies in the world are those that realize the worth of their employees and continue to invest in them towards their growth and development. This is a conscious resource that shall fuel the growth of the company from within. Quality of work life refers to the level of satisfaction, motivation, involvement and commitment individuals experience with respect to their lives at work. It is the degree to which individuals are able to satisfy their important personal needs while employed by the firm. Companies interested in enhancing employees Quality of work life generally try to instill in employees the feelings of security, equity, pride, internal democracy, ownership, autonomy, responsibility and flexibility.

### **Objectives of QWL**

The main objectives of the QWL programmes are to:

- Improve employee satisfaction;
- Improve physical and psychological health of employees which creates positive feelings;
- Enhance productivity of employees;
- Reinforce workplace learning;
- Improved management of the ongoing change and transition; and
- Build the image of the company as best in recruitment, retention, and in general motivation of employees. Fig.1 represents the constructs of quality of work life.

### **Job Satisfaction**

Job satisfaction is an emotional response to a job situation. Job satisfaction is often determined by how well outcome meet or exceed expectations.

For instance, if organization participants feel that they are working much harder than others in the department but are receiving fewer rewards they will probably have a negative attitudes towards

the work, the boss and or coworkers. On the other hand, if they feel they are being treated very well and are being paid equitably, they are likely to have positive attitudes towards the job. Job satisfaction represents several related attitudes which are most important characteristics of a job about which people have effective response. Job satisfaction cannot be talk of where there is absence of motivation. Job satisfaction is so important in that its absence often leads to lethargy and reduced organizational commitment. Lack of job satisfaction is a predictor of quitting a job.

**Organizational Commitment**

Commitment is an attitude reflecting an employee's loyalty to the organization, and an ongoing process through which organization members express their concern for the organization and its continued success and well being. Organizational commitment is determined by a number of factor, including personal factors (e.g., age, tenure in the organization, disposition, internal or external control attributions); organizational factors (job design and the leadership style of one's supervisor); non-organizational factors (availability of alternatives). All these things affect subsequent commitment.

Three components of commitment:

- an identification with the goals and values of the organization;
- a desire to belong to the organization; and
- a willingness to display effort on behalf of the organization.

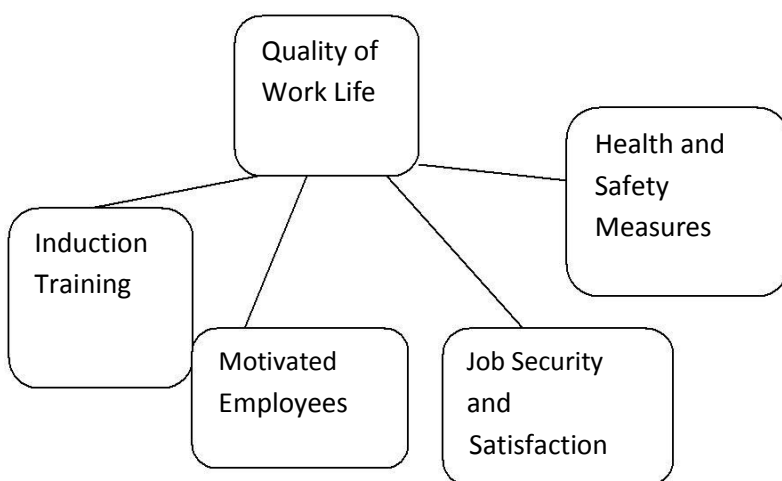


Figure 1 showing the constructs of Quality of work life

**Predictors of Employee Motivational Strategies**

**Employee Induction Training**

The research indicated that induction training is shown to positively impact on employee’s productivity, which results in higher levels of employee motivation (Choo & Bowley, 2007). Induction training provides opportunities for the employees to broaden their knowledge and skills to engage in more efficient teamwork and achieve individual growth and development. Numerous studies observe that workers who receive training report higher levels of job satisfaction than those who do not, and the development of competencies through various training programmes has a positive impact on employee motivation(Marie, 1995).

**Empowering the Employee**

Empowerment ‘a process of Enhancing Feelings of self Efficacy among Organisational members through the identification of conditions that foster powerlessness, and through their removal by both formal organisational practices and informal techniques of providing efficacy information’. Empowered employees have higher levels of job motivation and performance primarily because of their involvement in goal setting and in making decisions that affect their work (Ugboro & Obeng, 2000).

**Teamwork**

Teamwork means working together, and typically involves groups of interdependent employees who work cooperatively to achieve a common goal. Teamwork can still be a source of employee autonomy, meaningfulness, bonding with team members, and motivation. An effective team

working together towards a common goal can enhance the motivational properties of work and increase job motivation.

**Management leadership**

The relationship between leadership behaviour and job motivation has also received a great deal of attention in past research. Prior research has examined the relationships between management leadership and job satisfaction. As leaders take care to help and support the contact employees and are concerned about their needs, these employees will feel more satisfied (Church, 1995).

### **Employee compensation**

Employee compensation systems are most frequently considered as one of the key factors influencing employee satisfaction. Prior researches has shown that employee compensation has a positive influence on employee job satisfaction.

### **Salary, Wages and Conditions of Service**

To use salaries as a motivator effectively, personnel managers must consider four major components of a salary structures. These are the job rate, which relates to the importance the organization attaches to each job; payment, which encourages workers or groups by rewarding them according to their performance; personal or special allowances, associated with factors such as scarcity of particular skills or certain categories of information professionals or librarians, or with long service; and fringe benefits such as holidays with pay, pensions, and so on. It is also important to ensure that the prevailing pay in other library or information establishments is taken into consideration in determining the pay structure of their organization.

### **Reward System**

Reward is something that an organization gives to the employee in response to their contribution or performance so that the employees become motivated for future positive behavior. The term 'reward' is something which is desired by the employees, it can be cash reward like bonus or recognition such as naming a Best Employee of the Month or Best Performer of the Month and free trips. It is very important that the rewards have a lasting impression on the employee and it will continue to substantiate the employee's perception that they are valued. An organization's

reward system can affect the performance of the employees and their desire to remain employed in the same organization. Rewards are very important for job satisfaction because it fulfills the basic needs as well as it helps to attain the higher level of goals. Earnings is the way by which worker get to know that how much they are gaining by dedicating their time, effort and skills in a job.

Today a major concern in business is flexibility at work. The one thing becomes very clear that money is not ultimate. Employees are willing to trade a certain amount of money for reduced work hours in their schedules. It is argued by the researchers that reduced work hour options should have the potential of win-win situation for both individuals and organizations. Distress and fatigue from excessive time on job can lead to decline in performances of the employee and also it affects the safety level. A large amount of time at work is not a good predictor of productivity and it is observed that periods of time away from work can be extremely beneficial to the quality of person's work.

It is more cost-effective and productive for management to design the work arrangements to fit the human than to force the human to fit into the system. Thus practices like learning organization, Career planning & Development, Work Environment, Reward system, Team Spirit, Quality of Work Life etc. will improve retention.

### **Objectives of the study**

- To assess the quality of work life among employees in IT companies.
- To know the perceived link between work life balance and team effectiveness.
- To identify the importance of work environment towards the performance

### **Some major conceptual categories relating to Quality of work life**

- Adequate and fair compensation
- Safe and healthy working conditions
- Immediate opportunity to use and develop human capacities

- Opportunity for continued growth and security
- Social integration in the work organization
- Constitutionalism in the work organization
- Work and total life space

Less negative organizational stress	Improved relationship both on and off the job
-------------------------------------	---

**Problems of implementing quality of work life programmes**

- Managerial attitudes
- Union influence
- Restrictiveness of industrial engineering

**Strategies to improve quality of work life**

By implementing some changes, the management can create sense of involvement, commitment and togetherness among the employees which paves way for better Quality of Work Life.

- Job enrichment and Job redesign
- Autonomous work redesign
- Opportunity for growth
- Administrative or organizational justice
- Job security
- Suggestion system
- Flexibility in work schedules
- Employee participation

Work Life Balance Benefits to the Organisation	Work Life Balance Benefits to the Individual
Measured increase in individual productivity, accountability and commitment	More value and balance in your daily life
Better team work and communication	Better understanding of what your individual work life balance is
Improved morale	Increased productivity and reduced stress

**Study Result**

Percentage Analysis	NO. OF RESPONDENTS	PERCENTAGE
<b>TABLE 1 : AGE</b>		
BELOW 25	24	48
25-30	17	34
30-35	9	18
<b>TOTAL</b>	50	
<b>GENDER</b>	<b>NO. OF RESPONDENTS</b>	<b>PERCENTAGE</b>
MALE	25	50
FEMALE	25	50
<b>TOTAL</b>	50	
<b>EXPERIENCE</b>	<b>NO. OF RESPONDENTS</b>	<b>PERCENTAGE</b>
LESS THAN 3 YEARS	24	48
3- 6 YEARS	17	34
6-9 YEARS	6	12
9-12 YEARS	0	6
<b>TOTAL</b>	50	
<b>INCOME</b>	<b>NO. OF RESPONDENTS</b>	<b>PERCENTAGE</b>

UPTO	11	22
2,00,000	19	38
2,00,000-	11	22
4,00,000	3	6
4,00,000-	4	8
6,00,000	2	4
6,00,000-	50	
8,00,000		
8,00,000-		
10,00,000		
ABOVE		
10,00,000		
<b>TOTAL</b>		
<b>JOB SECURITY</b>	<b>NO. OF RESPONDENTS</b>	<b>PERCENTAGE</b>
YES	42	84
NO	8	16
<b>TOTAL</b>	50	
<b>MOTIVATION</b>	<b>NO. OF RESPONDENTS</b>	<b>PERCENTAGE</b>
EXTREMELY MOTIVATING	21	42
FAIRLY MOTIVATING	21	42
NEITHER MOTIVATING NOR	8	16
<b>TOTAL</b>	50	

**TABLE: 2 Chi- Square Analysis**

Ho: There is no significance difference between Job security	
--	--

Ho: There is no significance difference between Motivation and Income.		
Chi-square	6.760	25.840
Df	22.800	23.120
Asymp. Sig.	3.034	1.000
The asymptotic significance is less than 0.000 which is less than 0.05, the difference between observed and expected frequencies is significant. Therefore the null hypothesis is rejected. Therefore there is a significance relationship between Motivation and Income.		
Chi-square	32.000	6.760
Df	1	2
Asymp. Sig.	.000	.034
The asymptotic significance is less than 0.34 which is greater than 0.05, the difference between observed and expected frequencies is insignificant. Therefore the null hypothesis is accepted. Therefore there is no significance relationship between Inter Relationship and Age.		

**TABLE: 4**

Ho: There is no significance difference between Motivation and Income.



<b>TABLE: 5</b>		
Ho: There is no significance difference between Co-operation and Gender.		GENDER
Ha: There is a significance difference between Co-operation and Gender.		
CO-OPERATION		
Chi-square	20.480	
Df	1	1
Asymp. Sig.	.000	1.000

The asymptotic significance is less than 1.000 which is less than 0.05, the difference between observed and expected frequencies is insignificant. Therefore the null hypothesis is accepted. Therefore there is no significance relationship between Co-operation and Gender.

### Improving Worklife Balance

IT organizations should take up the initiative of improving and enhancing the emotional intelligence of their employees. This can be done by designing and providing effective training to their employees. This will help enhance the skills of the employees with regard to “self – awareness” self – awareness forms the most things but also the materialistic world stuff. It may count the room or home where they are working. It may counts the things that they are using in one way or the other. It is all about things and livings that are around the employees’ where they are working. 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.

Techniques to improve quality of work life include job redesign, career development, flexible work schedules, job security and the like. If any organization properly adopts these techniques, the quality of work life will certainly be improved to the desired levels. Employee satisfaction encompasses numerous benefits to the

organisations was stated in the paper. By encouraging management leaders to better take care of employees is important way to improve work experiences are rewarding, fulfilling and devoid of stress and other negative personal consequences. All over the world people are craving for their compensation, teamwork and management leadership are good predictors of employee satisfaction. Aspirations and expectations are rising along with rapid changes in times and technologies. There is growing significance attached to human resources.

**References**  
 Alvesson, M. (2002). Understanding quality of work life leads to increased employee morale. It minimizes lateness and checks labor turnover and absenteeism. There will be better communication and understanding among all employees leading to a cordial relationship. McGraw Hill the brand image for the company as that, in turn, encourages entry of new talent into the organizations work environment means the

multidimensional view of 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 independent. It depends on the position and status of the employee.

Teaching and Teacher Education, 8(6), 665-673. be called the work place. It can either be home based or office based. Mentoring and self-learning, Professional development for the market use faculty development and Journal of Marketing Research, 42(3), 255-266

Certo, S. C. (2004). Modern Management: quality, Ethics and the Global Environment. Boston: Allyn and Bacon.

Che Rose, R., & Beh, L. S., Uli, J., & Idris, K. (2006 A). An Analysis of Quality of Work Life (QWL) and Career- Related Variables. American Journal of Applied Sciences, 3(12), 2151-2159.

Choo, S., & Bowley, C. (2007). Using training and development to affect job satisfaction within franchising. Journal of Small Business and Enterprise Development, 14(2), 339–352.

Church, A.H. (1995). Linking leadership behaviours to service performance: Do managers make a difference? Managing Service Quality, 5(6), 26–31.

Drobnic, S., Behan, B., & Prag, P. (2010). Good job, good life? Working conditions and quality of life in Europe. *Social Indicators Research*, 99(2), 205-225.

Hosseini, S. M. (2010). Quality of work life (QWL) and its relationship with performance. *Advanced Management Science*, 1, 559-562.

Iacovides, A., K.N., Fountoulakis, G.K., St. Kaprins, 2003. "The Relationship between Job Stress, Burnout and Clinical Depression". *Journal of Affective Disorders*, 75, pp 209221.

Joshi, G. *Garment Industry in South Asia*, International Labour Organization, New Delhi: 2002, 87-229

Khan. A (2007) Performance Appraisals Relation with Productivity and Job Satisfaction *Journal of Managerial Sciences* 1 (2):100-114.

Malik, M. I., Saleem, F., & Ahmad, M., (2010). Work - Life Balance and Job Satisfaction among Doctors in Pakistan. *South Asian Journal of Management*, 17(2), 112-123.

Marie, W. (1995). The effects of self-regulatory coping orientation on newcomer adjustment and job survival. *Personnel Psychology*, 48(3), 633–650.

Noor, S. M., & Abdullah, M. A. (2012). Quality Work Life among Factory Workers in Malaysia. *Procedia - Social and Behavioral Sciences*, 35, 739-745.

Oshagbemi, T. (2000). How satisfied are academics with their primary tasks of teaching research and administration and management. *International Sustainable in Higher Education* 1(2), 124 -136.

Rao, T.V. *Readings in Human Resource Development*, Oxford & IBH Publishing Co, New Delhi, 2004.

Rothmann, S. & Coetzer, E.P. (2002). The relationship between personality dimensions and job satisfaction. *Bestuursdinamika*, 11(1):29–42.

Shamir, B. and I. Salomon, 1985. Workathome and the quality of working life. *Acad. Manag.*, 10: pp 455464.

Ugboro, I.O., & Obeng, K. (2000). Top management leadership, employee empowerment, job satisfaction, and customer satisfaction in TQM organisations: An empirical study. *Journal of Quality Management*, 5(2), 247–272.

Watson, I., J., Buchanan, I., Campbell, and C., Briggs, 2003. "Fragmented Futures: New Challenges in Working Life". Sydney, New South Wales: The Federation Press.