



Impact of Quality of Work Life on Employees Performance, Job Satisfaction and Commitment in Telecom Companies in Ahmedabad City

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Abstract

Quality of work life (QWL) is important since there is evidence demonstrating that the nature of the work environment is related to satisfaction of employees and work-related behaviours. QWL is also found to affect employees' work responses in terms of organizational identification, job satisfaction, job involvement, job effort, job performance, intention to quit, organizational turnover and personal alienation. In a review of the health and well-being literature there is a linking of people who experience greater QWL with those who also experience higher levels of health and well-being. Other work-related behaviours such as absenteeism, reduced productivity and efficiency also appear to be affected by experienced levels of QWL. The research paper aims at examining and analysing the impact of the quality of the work life on the employee's perceived performance, employees job satisfaction and employees commitment. The researcher applies the correlation and regression tests to verify the same.

Key Words: Quality of Work Life, Employees Perceived Performance, Employees Job Satisfaction, Employees Commitment, Telecom Companies, Ahmedabad City.

Introduction

Given the amount of time and energy people expend at the workplace, it is important for employees to be satisfied about their life at work. Since work occupies an important place in many people's lives, such conditions are likely to affect not only their physical but also their psychological and spiritual well-being. If organizations are concerned about developing their human resources and gaining a competitive advantage in the marketplace, it seems necessary that they attend to one of their most precious assets, namely, their human resources. In support of this idea, Levering (1988) argued that the profit of successful organizations is not to be achieved at the expense of its employees. According to Caudron (1994), the only thing that will maintain today's source of competitive advantage is high quality personnel instead of

merely capital, technology or long-lived products. In fact, employees are the soft assets and are the hidden value of a company (Abdeen, 2002). They will remain as untapped assets if organizations do not manage their human resources well. In today's commercial world, a productive workforce can increase productivity and efficiency, as well as being a vehicle essential for gaining and maintaining sustainable competitive advantages for business organizations on a global basis. One method for developing a unique and inimitable workplace is for organizations to create a special quality of work life (QWL) within their socio technical systems. This term 'quality of work life' is reputed to have originated from an international labour relations conference in 1972 at Arden House, Columbia University, New York (Davis & Cherns, 1975). While there seems to be no agreed upon definition of quality of work life, it has been used as a construct which relates to the well-being of employees. Some say that Mills (1978) may have first coined the term 'quality of work life' and he suggested that QWL had moved into the permanent vocabulary of both unions and management. From a business perspective, quality of work life (QWL) is important since there is evidence demonstrating that the nature of the work environment is related to satisfaction of employees and work-related behaviours (Greenhaus et al., 1987) QWL is also found to affect employees' work responses in terms of organizational identification, job satisfaction, job involvement, job effort, job performance, intention to quit, organizational turnover and personal alienation (Carter et al., 1990; Efraty & Sirgy, 1990; Efraty et al., 1991). In a review of the health and well-being literature there is a linking of people who experience greater QWL with those who also experience higher levels of health and well-being (Danna & Griffin, 1999). Other work-related behaviours such as absenteeism, reduced productivity and efficiency also appear to be affected by experienced levels of QWL. While there are many studies and emphasis on QWL in North America, it seems that the concept has been less popular in Asia. Improving the QWL may be one of those competitive factors needing attention in business organizations. The research paper is about the Quality of Work Life prevalent in the telecom service provider companies. The telecom sector in the present scenario is one of the most challenging sectors for HR personnel as the attrition rate in this sector is high (approximately 30%). Highly demanding, target oriented jobs and high movements of employees in the sector itself are the main reasons for high attrition rate. Keeping in mind all these factors, this project will be undertaken to study the Quality of work life in telecom sector and to know its impact on employees' perceived performance, employees' commitment and job satisfaction.

Literature Review

Gupta and Sharma (2016) studied the Quality of work life for the employees of telecom sector and determined whether and how the QWL affects the satisfaction level of employees of telecom employees. The implications of these findings suggests that quality of work life in BSNL can be enhanced by these factors as Adequate Income & Fair Compensation, Safe & healthy working conditions, Opportunities to use & develop human capacity, Opportunity for career growth, Social integration in

the work force, Constitutionalism in work organization, Eminence of Work Life and Social relevance of work. According to **Bagtasos (2015)** QWL is indeed a multi-faceted concept, having multi-dimensional constructs brought about by the variation of interest of the researchers and or its user. Determining QWL always involves the interplay between and among the workers, job content, and job context. Furthermore, the determination of the extent of QWL in an organization is a perceptual undertaking. As such, QWL is greatly influenced by the personal characteristics of those who determine it. Hence, to measure the extent of QWL in the organization is usually done through the level of variables that are appropriate and useful in their situation. **Natarajan & Annamalai (2014)** has done an empirical research to find out overall perception about determinants of QWL. Their results shows that out of six determinants identified as determinants of QWL, the 3 factors viz. present job, working condition and work culture are highly influencing QWL. **Golembiewski and Sun (2013)** studied 231 applications of QWL that were conducted over 22 years. The success rates for four major classes of QWL which encompass fifteen separate types were substantial for hard criteria effects as well as for soft changes. The outcomes recommend a heightened reliance on QWL techniques and approaches even though the literature on QWL seems to be declining. The results imply substantial support for QWL values and technology. **Daud (2011)** in his study examined the level of QWL and organizational commitment and the relationship between QWL and organization commitment in Malaysian higher education. The study revealed that majority of academic staff has considered all the six dimensions of QWL investigated in the study as favourable. It was evident that academic staff value growth and development, physical environment, workplace integration, supervision, participation and pay and benefits. The results of the regression analysis on the relationship between QWL and organization commitment showed that participation and growth and development have been indicated by respondents as significant antecedents to affective and normative commitment under study. The article by **Hannif et al. (2010)** has highlighted the concerns that have surfaced regarding the quality of call centre work alongside the rapid expansion of this market over the past decade. More importantly, attention has been drawn to the fact that whilst research has materialized to reflect these concerns, there is yet to be a study that systematically links the quality of work with employment in the call centre context, despite the linkages that can be drawn between the call centre and QWL literatures via key themes that are common to both bodies of research. In addition, this article has identified key characteristics of the call centre sector that set it apart from other industries, further justifying the need for research to be conducted in this context. Finally, a qualitative research paradigm utilizing a job characteristics approach to measuring job quality is put forth as the most appropriate means of investigating the QWL, and addressing key gaps in the literature moving towards a research agenda for this topic. **Subrahmanian and Anjani (2009)** analyses constructs of QWL based on models and past research from the perspective of Textile and Engineering employees in Coimbatore District of Tamil Nadu. The Constructs of QWL discussed are Job satisfaction, Compensation, Human

Relation, Working Condition, Grievance, competency development, Stress and wellbeing. The article concludes that QWL from the perspective of Textile and Engineering employees is challenging both to the individuals and organizations. Going through the various findings regarding the Quality of Work Life of both engineering and textile industries of Coimbatore, the general impression one would get is that the Quality of Work Life in engineering industry by and large, is better than textile industry. **Rice (2008)** emphasized the relationship between work satisfaction and Quality of people's lives. He contended that work experiences and outcomes can affect person's general Quality of life, both directly and indirectly through their effects on family interactions, leisure activities and levels of health and energy. A study by **Chan and Wyatt (2007)** examines Quality of Work Life (QWL) in China in terms of how their work lives satisfy eight basic needs of employees and how the satisfaction of each individual need in their work life affects employees' job satisfaction, affective commitment, turnover intention, life satisfaction and general well-being. Results confirm hypotheses regarding the relationship between perceived QWL and all the dependent variables. Multiple regression analyses confirm using levels of satisfaction of six different individual needs as significant predictors of the five dependent variables. Esteem need satisfaction is found to be the most important for life satisfaction and turnover intention while four needs (esteem, actualization, economics and family, and health and safety) predict general well-being. Knowledge and health and safety need predict affective commitment. Three needs (economic and family, health and safety, and knowledge) are important for job satisfaction. Being recognized and appreciated for one's work is found to be a strong predictor of how satisfied employees in Shanghai feel with regard to their lives. **Sirgy et. al. (2007)** have worked on new measure of QWL was developed based on need satisfaction and spillover theories. The measure was designed to capture the extent to which the work environment, job requirements, supervisory behavior, and ancillary programs in an organization are perceived to meet the needs of an employee. We identified seven major needs, each having several dimensions. The results of the pooled sample provide construct and nomological validation support for our QWL measure. With respect to construct validity, the results of a second-order confirmatory factor analysis have demonstrated that the QWL measure has 7 major first-order dimensions reflecting the 7 needs, and each need has the corresponding sub dimensions reflecting the 16 factors. Hypothesized, employees' need satisfaction (QWL) was predicted by employees' need satisfaction stemming from the work environment, job requirements, supervisory behavior, and ancillary programs. Need satisfaction was successful in predicting organizational commitment, job satisfaction, and satisfaction in other life domains (e.g., family, leisure, financial, health education, and friends). Furthermore, job satisfaction together with satisfaction in other non-work life domains were significant predictors of life satisfaction. The study conducted by **Karrir and Khurana (2006)** found significant correlations of Quality of work life of managers from three sectors of industry viz., Public, Private and Cooperative, with some of the background variables (education qualification, native/migrant status, income level)

and with all of the motivational variables like job satisfaction and job involvement. Singh (1983) conducted studies in chemical and textile factories in India that were designed to improve the Quality of Work Life by reorganizing the work and introducing participatory management. **Susan and Santiago (2006)** study examined the relationship between quality of work life, professional isolation and an organization's cultural values surrounding telecommuters and non-telecommuters. The study found the potential change in the organizational culture and the effect the culture has on the virtual worker's quality of work life and professional isolation. Not only may culture affect the implementation and success of telecommuting arrangements, but the increased isolation and independence of a virtual worker may impact the culture surrounding remote workers and create an organizational subculture. **Davie N. (2005)** studied that Quality of Life is the extent of relationships between individuals and organizational factors existing in the working environment. It is focusing strongly on providing a work environment conducive to satisfy individual needs. It is assumed that if employees have more positive attitudes about the organization and their productivity increases, everything else being equal, the organization should be more effective. The results hold that demographic factors and work related factors have significant relationship with perception of quality of work life.

Research Objectives

1. To study the quality of work life prevailing in selected telecom service provider companies at Ahmedabad.
2. To find out the impact of quality of work life on the employee's perceived performance.
3. To find out the impact of quality of work life on the employee's commitment.
4. To find out the impact of quality of work life on the job satisfaction.

Research Hypothesis

1. H0: There is no significant impact of Quality of work life on employee's perceived performance.
H1: There is a significant impact of Quality of work life on employee's perceived performance.
2. H0: There is no significant impact of Quality of work life on employee's commitment.
H1: There is a significant impact of Quality of work life on employee's commitment.
3. H0: There is no significant impact of Quality of work life on job satisfaction.
H1: There is a significant impact of Quality of work life on job satisfaction.

Methodology

The data collections are derived from the research objectives. Their determination rests mainly on the researcher, to translate what the decision maker wants into a specific description of the needed data. The data for the study has been collected from both Primary and Secondary Sources.

Primary Data: The primary data has been collected through Interviews of customers using Questionnaire.

Secondary Data: The secondary data has been collected from Annual Reports, Health Insurance Journals, Books and Research websites.

Sampling: A number of the task involved in the sampling and to understand them we need to orient them within the total sampling process.

Step 1 Define population from the sample is to be drawn

Step 2 Establish a frame of that population

Step 3 Choose the method of selection the sample

Step 4 Determine the size of sample that is needed

Step 5 Write instructions for identifying and selecting actual member of sample

Sample design for primary data

- Target Population : Ahmedabad City
- Sampling Unit : Employees of Telecom Companies
- Sampling Technique : Non Probability Convenience Sampling Method
- Sample Size : 100
- Research Tool : Questionnaire
- Questionnaire Design : Open and Close-ended Questions

Analytical Tools

In order to analyze the variables covered under the Questionnaire for justifying the objectives and testing the hypothesis the correlation and regression techniques have been used.

Analysis & Interpretation

It includes the details about the likert scale based statements to know the perspectives of employees with respect to impact of quality of work life on employee’s perceived performance, employee’s commitment and employees job satisfaction in the telecom companies of Ahmedabad city. Further on basis of these questions the hypothesis is tested. The summary of which is mentioned below.

Table No 1: Summary of Hypothesis Testing

Sr. No.	Dependent Variable	Independent Variable	Value of R	Value of R Square	Inference	Result
1	Employees Perceived Performance	Quality of Work Life	0.942	0.888	High Positive Correlation & Significant Impact	H1 Accepted
2	Employees Job Satisfaction	Quality of Work Life	0.620	0.384	Moderate Positive Correlation & Insignificant Impact	H0 Accepted
3	Employees Commitment	Quality of Work Life	0.931	0.867	High Positive Correlation & Significant Impact	H1 Accepted

Source: SPSS Output

Findings

1. The employees were asked about their gender and the distribution of the responses revealed that among the employees surveyed more than two third of the employees were male, while only 30% of the employees were female.
2. The employees surveyed were spread across different age group. However out of 100 employees, 30% of the employees belonged to the age group of 25-34 years.
3. Out of the 100 employees 62% employees had completed their graduation and 30% employees had completed their post graduation.
4. Out of the 100 employees surveyed the annual income of the majority of the employees was between Rs. 3,00,000 – 5,99,999 as well as more than Rs. 6,00,000.
5. There is high positive correlation between quality of work life and employee's perceived performance which is indicated by r value 0.942.
6. There is significant impact of quality of work life on employee's perceived performance which is indicated by r^2 value 0.888.
7. There is moderate positive correlation between quality of work life and employee's job satisfaction which is indicated by r value 0.942.
8. There is insignificant impact of quality of work life on employee's job satisfaction which is indicated by r^2 value 0.384.
9. There is high positive correlation between quality of work life and employee's commitment which is indicated by r value 0.931.
10. There is significant impact of quality of work life on employee's commitment performance which is indicated by r^2 value 0.867.

Suggestions

It is clear from this study that lots of initiatives need to be taken to improve quality of work life of the employees. Initiatives can provide staff with experiences that are conducive to improving their overall quality of work life. It is also clear that quality of work life can contribute to the perceived enhancement of the perceived performance, job satisfaction and job commitment. Since quality of work life and quality of service are key organizational priorities, several recommendations can be offered to improve the quality of work life. Some of them are mentioned as under:

1. There is a need to provide an opportunity for staff to interact socially with other members of the organization both formally as well as informally.
2. Arrangement of get together parties and related activities on various occasions is very much needed to be done by the organization.
3. There is a need of robust systems in place such as targeted training to strengthen and enhance stress coping strategies for lower level employees (e.g., exploiting relaxation exercises and learning how to change negative appraisals of stressful situations).
4. Introducing employee assistance programmes (EAPs) to provide workers with the counselling support to manage their personal problems. This would be

effective in assisting employees to ensure that good psychological health is maintained

5. A genuine attempt to improve the whole work environment is needed, which may not only lead to achievement of “distress” prevention but also find ways to generate eustress.
6. While recruiting the employees, realistic job previews (RJPs) to potential employees outlining positive and negative job related information could be given so that individuals can form more accurate expectation from their job. This would help to align person environment fit leading to workforce more resilient to the difficulties of the job.
7. A lack of balance within the work day may suggest a need for greater promotion of the intended benefits of quality of work life initiatives and for more support and encouragement to be extended to staff in their efforts to participate.

Conclusion

Thus it can be concluded that QWL does have an impact on employees’ perceived performance, job satisfaction an employees’ commitment in telecom industry. It is therefore important that employers in this service organization take cognizance of the QWL variables that has an impact on dimensions mentioned above. Improving QWL can contribute directly to reducing turnover and absenteeism, lead to increases productivity under some conditions, and help create a well-trained loyal work force that is willing and more able to adapt to change. Thus, by attending to those areas that enhances QWL, employees, industry and society all can create a win- win situation.

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