Quality Of Work Life – A Sem Approach

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Abstract

The article discusses the concept of Quality of Work Life (QWL) and its impact on the satisfaction, productivity, and effectiveness of employees in organizations. QWL is affected by various factors such as job environment, job pressure, interpersonal conflicts, work-life balance, and organizational inputs. The article cites various studies that have used different dimensions and questionnaires to measure the QWL of employees, particularly women professionals in the IT industry. The studies suggest that despite measures such as work from home, flexible work hours, and physical fitness facilities, the QWL of women professionals continues to be deplorable. The article concludes that organizations need to focus on improving the QWL of their employees, particularly women professionals, to enhance their productivity, efficiency, and effectiveness.

INTRODUCTION

The practices stemming from the concept of Quality of Work Life (QWL) are in vogue in many organizations and it may vary from organization to organization. In general terms, Quality of Work Life refers to the favorable or unfavorable job environment for people and overall satisfaction derived by the employees from their work. It denotes all the organizational inputs which aim at the individual employees' satisfaction, production, industrial growth and organizational effectiveness. It exercises a major influence on productivity of employees. The implementation of QWL promises HR management overall improvement and change in organizational effectiveness.

Several researches have established the high Quality of Work Life (QWL) leads to physically and psychologically develop the employees with positive feelings. Employees look forward to the conductive and congenial working conditions and favourable terms of employment. It is not only economic aspects that a contemporary employee is concerned with but also conditions of employment, lesser job pressure, absence of challenging work, interpersonal conflicts, etc. As the style of management has changed from paternalistic to democratic, the potential employees with a future want to attain more productivity and efficiency of an individual employees mostly depends upon the development in QWL provided by the organization.

Quality of Work Life (QWL) is understood and viewed in different ways. Nowadays, the employees are booming more knowledgeable, capable, comfortable and unionized the dysfunctional consequences of work are booming less and less acceptable. Jobs are not going to be designed according to the requirements of technology completely

overlooking the need of workers. It is the centre of a person's life and the worker is a total individual rather than a half human and half machine personality of Jekyll and Hyde type. There is a round demand for budding more humanized jobs which can satisfy worker's higher needs, employ their higher skills and make them better citizens, Spouses and parents. But the most important facts are such as technological advances which are not clearly ends in themselves. They are mean to an end (i.e.) the progress of Quality of Work Life. The standard of living of professionals of Information and Technology sector has improved phenomenally. The size of women professionals at the entry level jobs in I.T. sector is spectacular. But their presence at the high end jobs in managerial hierarchy of I.T companies in negligible. Many research studies conducted in the past have disclosed the fact that the quality of work life experienced by women folk in I.T. industry is one of the factors discouraging increasing presence of women at high echelons of management. Though women folk has been provided with congenial physical environment factors like marriage health issue, inability to balance work and home life, night shift work, deputation to foreign countries on work assignment, need to take care elder's, back breaking work schedule to meet the deadlines, need to take care new born babies, absence of support system in the house, workplace harassment etc., have been reported to be barrier to the mobility of women folk to higher slots of managerial hierarchy. In this context, elite and enlightened corporates have put in measures like work from home, telecommuting, part time work, job sharing, annualised work hours, flexi time, compressed work week, transferring women professionals to places where their husband work, weekend holidays, physical fitness facilities, periodical health check up etc. Nevertheless, the quality of work life of women professionals continues to be deplorable. In this backdrop whether quality of women professionals in IT Companies in Tamilnadu is smooth sailing or facing rough.

REVIEW OF LITERATURE

Mirkamali and Thani (2011) used an updated version of Walton's factors questionnaire to assess faculty members at the University of Tehran and Sharif University of Technology's Quality of Work Life. The following topics are covered in this questionnaire: adequate and equal pay, safe and healthy working conditions, opportunities for continued development and protection, constitutionalism in the workplace, social significance in work life, overall life space, social inclusion and cohesiveness, human advancement capacities, and constitutionalism in the workplace. This questionnaire is made up of 32 questions that are graded on a five-point Likert scale. The questionnaire's reliability has been determined to be 0.926.

Subhashini and Ramani Gopal (2013) used eight dimensions to evaluate status of QWL of women employees working in selected garment factories in Coimbatore district of Tamilnadu they are Relationship with co-worker, Opinion about workload, Health and safety measures, Satisfaction about feedback given, Opinion about working hours, Training programs given by the organization, Opinion about Respect at workplace, Grievance handling procedure. To evaluate the QWL among the employees the opinion of

respondents was put under 5-point scales varying from "Highly Satisfied" to "Highly Dissatisfied" as well as "Strongly Agree to Strongly Disagree".

Reddy and Reddy (2016) used nine dimensions to measure QWL in public and private banks like, emoluments, safe and healthy working conditions, social integration, social relevance of work, constitutionalism, opportunities to develop human capabilities, career planning, growth and development, work with job enrichment and organization structure. Nitesh Sharma et al., (2013) used seven dimensions to measure the status of QWL in small scale industries like Good working environment, Chance of growth, Fair compensation, Job satisfaction, Employees motivation, Communication flow, Flexible or suitable working time.

Kara, Kim, Lee, and Uysal (2020) viewed whether gender and income have any moderating effects on the relationship between leadership style and job satisfaction (QWL). In terms of gender and income between leadership and QWL, this study has significant implications for the hospitality industry. Methodology/approach/design In Turkey, data was obtained from employees of five-star hotels (n = 443). Hierarchical linear regression is used to evaluate the hypotheses. To prevent possible multicollinearity, the independent and dependent variables used to evaluate the hypotheses involving the dependent variable of QWL are based prior to the empirical analysis. Conclusions When demographic variables (age, job figures, and education level) were accounted for, transformational and transactional leadership styles were important predictors of QWL, but gender and income were not. When it came to the gender-leadership interaction effect, gender had a statistically significant moderating effect between transformational and transactional leadership, but not between transactional and QWL. Between both leadership styles and QWL, income had a statistically significant moderating impact. Consequences in Practice The study's results may have an impact on hotel management by revealing the moderating influence of employee gender and income, as well as showing how managers' leadership styles can enhance employee quality of life. Originality and worth Leadership and its consequences have been the subject of previous research. In the case of hospitality management, however, there has been little research on the relationship between gender, revenue, leadership style, and QWL.

OBJECTIVES OF THE STUDY

To examine the relationship between quality of work life dimension, self-evaluation performance and job satisfaction.

QUALITY OF WORK LIFE

The term Quality of Work Life (QWL) is a broad and general concept; it acquires different meaning for different people. Some consider it a determination with increased employee's participation in the decision – making process or industrial democratic system. For others, particularly for workers, it is more job security, equitable sharing of profits, healthy and human working conditions. For administrators, it denotes improvements in the psychological aspects of work to improve productivity. For others it is an avenue of improving social relationships at work place through autonomous workgroups. Finally, for others it is a broad view of changing the structural and managerial system entirely

in organizational climate by humanization work and individualizing organizations. Quality of Work Life is a multi – dimensional concept implying a concern for the members of an organization. Several internal and external factors can influence Quality of Work Life of the employees in Information Technology companies in Tamilnadu. The Quality of Work Life can be measured with the nine dimensional factors used in this study are explained below:

Dimensions	Meaning	Measurement
Work Related Pressure	Work Related pressure develops when a person is unable to cope up with the demands being placed on them. Then it will result in creating low Quality of Work Life for the employees in the organization.	Work related pressure is measured in seven items in five point Likert scale captioned as always, often, sometimes, rarely and never.
Leadership Behavior	Northouse (2007) defines Leadership as "a process whereby an individual influences a group of individuals to achieve a common goal".	Leadership behaviour is measured in six items in five point Likert scale captioned as always, often, sometimes, rarely and never.
Work Life Balance	Drew et al. (2003) identified that "personal fulfillment is an important inside work and that satisfaction an outside work may improve employees' contribution to work".	Work Life Balance is measured in seven items in five point Likert scale captioned as always, often, sometimes, rarely and never.
Management Policy	Calhoon is of the view that "Human Resources Policies constitute guides to actions. They furnish the general standards or bases on which decisions are reached. Their genesis lies in an organization's values, philosophy, concept and principles".	Management Policy is measured in six items in five point Likert scale captioned as Highly Agree, Agree, Moderate, Not Agree and Not at all agree.
Job Security	It represents strength of the organizations to provide permanent and stable	Job Security is measured in three items in five point Likert scale captioned as Highly

	employment regardless of the changes in working condition.	Agree, Agree, Moderate, Not Agree and Not at all agree.
Opportunity to develop human capacities and growth	Scully et al. (1995) hold that the opportunity to develop and the use of skills are associated with learning mechanisms and this utilizes the job requirements for employees such as cognitive skills, with respect of learning; greater autonomy on job increases the achievement and application of knowledge whilst greater participation is held to promote cognitive growth and enhanced knowledge transfer among employees.	Opportunity to develop human capacities and growth is measured in seven items in five point Likert scale captioned as Highly Agree, Agree, Moderate, Not Agree and Not at all agree.
Adequate Compensation	Antel and Beverley (2006) state that a number of participants believe that salary levels should be mandated and many employees feel they are not compensated fairly for their work. There should be a uniform or consistent payment guideline for employers to follow for registered social employees.	Adequate Compensation is measured in six items in five point Likert scale captioned as Highly Agree, Agree, Moderate, Not Agree and Not at all agree.
Inter – Personal Relations	McFarIand defines as "a process of meaningful Interaction among human beings and specifically it is the process by which meanings are perceived and understandings are reached among human beings".	Inter personal relations is measured in seven items in five point Likert scale captioned as Highly Agree, Agree, Moderate, Not Agree and Not at all agree.
Work Culture	According to Lewis (2001) Work Culture can be defined as a deep level of shared beliefs	Work Culture is measured in seven items in five point Likert scale captioned as

	and assumptions, which often operate unconsciously, are developed over time embedded in an organization's historical experiences.	Highly Agree, Agree, Moderate, Not Agree and Not at all agree.	
Self - Evaluation of Performance	Judge et al. (2001) refer to the concept of core self-evaluation, defined as a broad dispositional trait, including four more specific traits—self-esteem, generalized selfefficacy, locus of control, and emotional stability (low neuroticism), as a potential variable in the dispositional source of job satisfaction.	Self-evaluation of performance is measured in six items in five point Likert scale captioned as Very high, High, Medium, Low and Very Low.	
Job Satisfaction	Spector (1997) defines job satisfaction as "how people feel about their jobs and different aspects of their jobs is an attitudinal variable, a global feeling or related attitudes towards various aspects or facets of the job.	Job Satisfaction is measured in eight items in five point Likert scale captioned as Highly satisfied, Satisfied, Neutral, Dissatisfied and Highly dissatisfied.	

DATA COLLECTION AND SAMPLE

A structured questionnaire was framed by deep survey of literature. The questionnaire was pilot – tested. Based on the results of pilot study, the questions were altered. Then it was subjected to reliability and validity test the questionnaire was administered to senior system engineer, system engineer, assistant system engineer, test engineer, system analyst, assistant consultant, technology lead, technology analyst, technical manager and assistant system engineer trainee in order to collect primary data for the present study. The details regarding the strength of man power of women professionals of profile of the companies whether survey were collected from the records of the company. All the questionnaires were returned duly filled up. Cochran (1977) formulas is used to determining appropriate sample size.

Table 1 Branch wise proportionate sample taken for the survey

S.No.	Place	Total Professionals	Women Professionals	Sample
Tata Consultancy Services				
1	TIDEL PARK	1090	395	5

2	DLF IT PARK	1940	680	8
3	VELACHERY	2476	880	10
4	TRIL INFO PARK LTD,	3020	1060	13
5	DIGITAL ZONE	3030	1015	12
6	AMBATTUR	3150	970	12
7	SHOLINGANALLUR	3270	1350	16
8	COIMBATORE (HDFC HOUSE)	5014	2015	24
9	SIRUSERI	25450	8430	100
	Total	**48440**	**16795**	**200**
Infosys				
1	SOZHINGANALLUR	3040	1220	30
2	MAHINDRA CITY	16450	6870	170
	Total	**19490**	**8090**	**200**

Source: HR Reports of TCS and Infosys

National association of software and services companies (NASSCOM) has signed out performing top 10 companies in terms of rankings namely Tata Consultancy Service Ltd, Infosys Technologies Ltd, Wipro Technologies Ltd, HCL Technologies Ltd, Technology Mahindra Ltd, L & T Infotech Ltd, Syntel Ltd, Mphasis Ltd, Genpact India Pvt. Ltd. and I Gate, out of 10 companies top two slots go to TCS and Infosys the present focuses the research on companies as they have more women professionals on their rolls. It is evident from the table that TCS is running its facilities in ten different places in Tamil Nadu out of which nine facilities are located in Chennai. A similarly Infosys is running only two facilities which are located only in Chennai area. The researcher has chosen a sample of 400 drawn from these facilities of two companies in terms of proportionate random sampling. The sample 400 has been chosen on the basis of proportion of women professionals to total manpower deployed in their facilities.

RESULT AND DISCUSSION
One of the most significant concerns that human resource management should address in organisations is work-life balance. The research instruments consist of self-evaluation of performance, job satisfaction and nine dimensions of quality of work life namely; work related pressure, leadership behaviour, work life balance, management policy, job security, sufficient payment, work culture, self-appraisal of performance and job satisfaction. The model is shown in the figure 1.
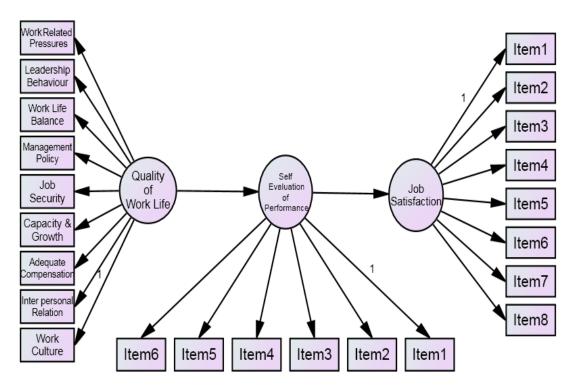
Figure – 1 Quality of Work Life Model

Table 2 shows the result of confirmatory factor analysis to test the unidimenstionality of the quality of work life dimension, self-evaluation and Job satisfaction. Standardized loadings and fit indices using chi-square test, GFI, AGFI, CFI and RMSEA are estimate of confirmatory factor analysis. Unidimensionality should be always identified first, before the measurement of reliability and validity, (Hair, Blake, Babin, & Anderson, 2010), because the concept of reliability and validity is based on the assumption of Unidimensionality. Nine factors in the quality of work life construct namely work related pressures, leadership behaviour, work life balance, management policy, job security, human capacity and growth, adequate compensation, inter personal relation and work culture.Self-evaluation and job satisfaction are measured in 6 and 8 items respectively. Standardized loading of the items in the respective factors should be more than 0.70 (Hair, Blake, Babin, & Anderson, 2010). All the loadings are above .70 and its shows the items contribute to the respective factors. Chi-square (χ^2) statistics is the widely used to indicating model fit. The chi-square statistics found insignificant, it denotes the model has a good fit. Chi-square statistics found to be significant for the three constructs and determines poor model fit. However, this is not the only model fit indicator and fitness of the model can be evaluated through other indices using GFI, AGFI, CFI and RMSEA. The Goodness-of-fit (GFI) and Adjusted Goodness-of-fit (AGFI) statistic was generally considered as the most reliable measure of absolute fit in most circumstances. GFI and AGFI value range between 0 and 1 and value of > 0.90 are usually taken as acceptable fit. In this model, all the constructs indicates above the criteria level and indicating an evidence of unidimensionality of the scale. The next two widely used goodness of fitness indexes are Comparative Fit Index (CFI) and Root Mean Square Error of Approximation (RMSEA). If CFI values more than 0.90, and RMSEA value is less than 0.10 then that construct is meant to be Unidimensionality construct (Nunnally & Bernstein, 1994). The

value of CFI and RMSEA of all the constructs above 0.90 and less than 0.10 respectively and it shows an evidence of reasonable fit to the data. Therefore, it was concluded that the quality of work life, self-evaluation and job satisfaction fits reasonable well and represents a close approximation in the population.

Table – 2 Unidimensionality for Quality of work life, Self-evaluation and Job satisfaction Construct

Construct	No. of Items	Cronbach's Alpha coefficient	Standardized loading		Fit Model
			Lowest	Highest	
Quality of Work Life Dimension					
Work Related Pressures	7	0.893	0.743	0.856	
Leadership Behaviour	6	0.942	0.750	0.959	χ^2= 269.209
Work Life Balance	7	0.924	0.849	0.983	
Management Policy	6	0.896	0.840	0.986	GFI = 0.939
Job security	3	0.634	0.755	0.995	
Human Capacity & Growth	7	0.845	0.847	0.855	AGFI = 0.982
Adequate Compensation	6	0.755	0.864	0.956	
Inter Personal Relation	7	0.834	0.752	0.940	CFI = 0.968
Work Culture	7	0.872	0.858	0.958	
					RMSEA = 0.070
Self –evaluation	6	0.753	0.743	0.983	
Job Satisfaction	8	0.891	0.883	0.968	

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The table 3 represents the reliability and validity of quality of work life, self-evaluation and job satisfaction. Reliability of the constructs was judged through the measurement of the Cronbach alpha coefficient (Cronbach, 1951) which is a widely usedmeasurement of the internal consistency of a multi-items in the scale. Normally, reliable coefficient alpha of above 0.70 is a good measure for reliability (Nunnally, 1978). But, the criteria of Cronbach alpha coefficient of 0.60 is also considered as a reliable coefficient measure (Peterson, 1994; Slater, 1995). The value of Cronbach's Alpha coefficient above 0.70 is considered to be 'acceptable' reliability, above0.80'good'reliability, and above 0.90 'excellent' reliability(Hair, Blake, Babin, & Anderson, 2010). In quality of work life constructs, Cronbach alpha co-efficient of work related pressures, leadership behaviour, work life balance, management policy, job security, human capacity and growth, adequate compensation, inter personal relation and work culture are 0.893, 0.942, 0.924, 0.896, 0.734, 0.845, 0.755, 0.834 and 0.872 respectively. The Cronbach alpha coefficients of self-evaluation and job satisfaction are 0.753 and 0.891 respectively.It clearly shows that cronbach alpha coefficient are above 0.70 (Nunnally &Bernstein, 1978) and could therefore be classified as an acceptably reliable measure for further analysis.

Convergent validity is a measure of construct validity that measures the extent to which the scale correlates positively with other measures of the same. For evaluation of the convergent validity of constructs, measurement of inter-item correlations and item-to-total correlations are sound base for it. The acceptable criteria value of inter-item correlation and item-to-total correlation is above 0.30 and 0.50, respectively (Hair, Black, Babin, & Anderson, 2010).This analysis indicated significant bivariate relationships in the anticipated directions, indicating convergent validity.If the correlation is moderately high (above 0.40), then the item will make a good valid component of the scale (Leech, Barrett, & Morgan, 2005). To check the sound convergent validity of quality of work life, self-evaluation and job satisfaction, inter-item and item-to-total correlation was operated in the scale. All the coefficients of correlation of all constructs are well above than criterion value, thus fulfilling the acceptance criteria and indicating the sound convergent validity of the scale and as a result.

Table 3 Measurement of reliability and convergent validity of Quality of work life, Self-evaluation and Job satisfaction

Construct	Cronbach's Alpha coefficient	Inter-item Correlation		Item-to total correlation	
		Lowest	Highest	Lowest	Highest
Quality of Work Life Dimension					
Work Related Pressures	0.893	0.303	0.756	0.514	0.778
Leadership Behaviour	0.942	0.570	0.859	0.730	0.878
Work Life Balance	0.924	0.489	0.833	0.652	0.824
Management Policy	0.896	0.480	0.786	0.664	0.797
Job Satisfaction	0.734	0.322	0.795	0.420	0.775
Human Capacity & Growth	0.845	0.319	0.709	0.498	0.744
Adequate Compensation	0.755	0.391	0.794	0.394	0.811
Inter Personal Relation	0.834	0.315	0.740	0.392	0.753
Work Culture	0.872	0.314	0.858	0.433	0.810
Self Evaluation	0.753	0.343	0.783	0.387	0.790
Job Satisfaction	0.891	0.383	0.868	0.523	0.847

Table 4 Hypothesized model of Quality of work life, self-evaluation and Job satisfaction

Variables			SRW	URW	S.E.	C.R.	P-value
Self-evaluation	<---	Quality of Work life	0.420	0.685	0.110	6.255	0.000
Job satisfaction	<---	Self-evaluation	0.348	0.343	0.063	5.468	0.000
Work related pressures	<---	Quality of Work life	-0.515	1.000			
leadership behaviour	<---	Quality of Work life	0.800	1.448	0.136	10.616	0.000
Work life balance	<---	Quality of Work life	0.049	0.086	0.091	0.954	0.340
Management policy	<---	Quality of Work life	0.626	1.127	0.121	9.331	0.000
Job security	<---	Quality of Work life	0.390	0.981	0.146	6.718	0.000
Human capacity and growth	<---	Quality of Work life	0.352	0.753	0.122	6.189	0.000
Adequate compensation	<---	Quality of Work life	0.769	-2.313	0.222	10.418	0.000
Inter personal relation	<---	Quality of Work life	0.900	-3.118	0.279	11.170	0.000

Variables			SRW	URW	S.E.	C.R.	P-value
Work culture	<---	Quality of Work life	0.946	-2.605	0.229	11.366	0.000

Source: Primary data and complied through SPSS 21

The table 4 portrays the relationships between retail service quality as explanatory variable, Self-evaluation and job satisfaction as the outcome or dependent variable. The standardized coefficient of quality of work life towards job satisfaction is 0.420, which found significant at 1 percent level. On other hand, the standardized coefficient of self-evaluation towards job satisfaction is 0.348, which found to be significant at 1 percent level. It is observed that quality of work life effect self-evaluation directly and self-evaluation effects job satisfaction directly. So it confirms quality of work life increases the self-evaluation of performance and performance increases the job satisfaction.

SUGGESTIONS

1. Take breaks: It's important to take regular breaks throughout the day to give your mind and body a chance to rest and recharge. Whether it's a quick walk around the block or a few minutes of deep breathing, taking breaks can help reduce stress levels.
2. Practice time management: Feeling overwhelmed with work can be a significant source of stress. Practicing good time management techniques can help you stay organized and prioritize your workload, which can help reduce stress levels.
3. Set boundaries: Sometimes, we feel stressed because we feel like we have to do everything at once. Setting boundaries around your work schedule, like not checking emails outside of work hours, can help you maintain a healthy work-life balance and reduce stress.
4. Connect with others: It's important to build positive relationships with coworkers and managers. Having someone to talk to can help reduce stress and improve overall well-being.
5. Find healthy ways to cope: Finding healthy ways to cope with stress can help you manage it effectively. Some healthy coping strategies include exercise, meditation, and journaling. Experiment with different strategies to find what works best for you.

CONCLUSION

The concept of Quality of Work Life (QWL) has gained significant attention in modern organizations, as it contributes to the overall job satisfaction, productivity, and well-being of employees. Various dimensions and factors have been identified and measured by researchers, such as pay, working conditions, opportunities for development, social relevance, and constitutionalism. However, despite the efforts of enlightened corporates to improve QWL, women professionals in the IT industry still face numerous barriers to career progression, including the need to balance work and home life, lack of support systems, and workplace harassment. Further research is necessary to identify effective

strategies to address these challenges and improve the QWL of women in the IT sector. Overall, the improvement of QWL is crucial for promoting employee satisfaction, organizational effectiveness, and sustainable growth in the modern workplace.

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