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IMPACT OF QWL ON EMPLOYEE PERCEIVED PERFORMANCE, JOB SATISFACTION AND EMPLOYEE COMMITMENT

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ABSTRACT

In an ever-changing environment competition is necessary evil which everyone witness sooner or later. Various approaches are adopted by company right from trimming cost, adding new products to existing product line, creating new markets etc. Some groups like Tata, Infosys, HCL marks a difference attitude by adopting a more holistic approach and melding the business view and work life view by innovating ways to develop the happiness quotient among the employees which counts for a series of activities like greater flexibility, developing tools and equipments which allows employees to take care of their personal needs etc. QWL therefore has emerged as new mantra for gaining loyalty. QWL programs have a strong correlation with productivity (Childs 2003). Quality of work life is important since there is an evidence demonstrating that the nature of work environment is related to the satisfaction of employees and work related behaviors (Martel & Dupuis 2006). Various researches have been conducted so far right from the beginning of nineteenth century but limited one is available to establish the impact of quality of work life on employees perceived performance, Job Satisfaction and employee's commitment. This research paper is an attempt to study the quality of work life in telecom sector and thereafter tries to establish a relation between the qualities of work life with employees perceived performance, job satisfaction and employee commitment. A total of 150 employees from various 7 companies Bharti Airtel Limited, Bharat Sanchar Nigam Limited, MTS, Idea Cellular Limited, Uninor, Reliance Communications, Vodafone participated in survey. Statistical tools like factor analysis, regression and anova was used for analyzing the survey. Survey results depicted that there was a positive impact of quality of work life on



employees perceived performance, job satisfaction and employee commitment. Certain demographic variables like age and qualification exhibited negative effect with quality of work life wherein variables like experience demonstrated positive effect with QWL. This study would serve as base for HR practitioner of telecom sector and strongly recommends implementation of QWL

KEYWORDS : Quality of work life (QWL), Employee perceived performance, Job satisfaction, Employee commitment.

LITERATURE REVIEW

The literature on quality of work life is extensively available and started somewhere back from 19th century. Bhatia and Valecha (1981) studied the absenteeism rates of textile factory and

recommended that closer attention should be paid to improve the Quality of Work Life. Kavoussi (1978) compared the unauthorized absenteeism rates in two large textile factories and recommended that closer attention be paid for improving the Quality of Work Life. Raghvan (1978), the Ex-Chairman of BHEL, a public sector organization, stressed the need for worker's participation in management."

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. Rice (1985) emphasized the relationship between work satisfaction and Quality of people's lives. Karrir and Khurana (1996) 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. The article by Hannif et al. (2008) 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. Davie N. (2003) 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.

Susan and Santiago (2006) examined the relationship between quality of work life, professional isolation and an organization's cultural values surrounding telecommuters and non-telecommuters. Chan and Wyatt (2007) examined 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. 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. Gupta and Sharma(2011) 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. Bagtasos(2011) said that 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.. Natarajan & Annamalai (2011) did an empirical research to find out overall perception about determinants of QWL. Their results showed 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.

JOB SATISFACTION:

Job satisfaction may be termed as reaction of an individual towards job. Various theories are given for job satisfaction by various experts from time to time. Job Satisfaction is related to organizational psychology (Green 2000).The different theories of job satisfaction can be divided into three basically content theorists, process theorist and situational theorist (Maslow 1954; Herzberg 1966; Glisson & Durick 1988). Content theorist related need fulfillment with the job satisfaction (Locke, 1976). Process theorist (e.g. Adams 1963; Vroom 1964) defined job satisfaction as mingling of individual, job and organization variables.

EMPLOYEE COMMITMENT:

Commitment may be defined as psychological attachment of an employee with an organization (Mathew and Zajac 1990, Mowdayetal 1985). Recent definition of employee commitment relates to three forms of commitment that is affective commitment, normative commitment and continuance commitment etc. Though extensive literature is available on quality of work life, it is very limited to establish a relationship between quality of work life, employee perceived performance, job satisfaction and commitment therefore this research optimizes to minimize the existing research gap.

BACKGROUND OF THE STUDY:

An employee spends more time at workplace than at home and therefore it could be rightly said that satisfied mind outperforms. 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. 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).

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). Mills (1978) 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 behaviors (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 behaviors 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. Specifically telecom sectors, financial sectors etc which are always found to have employee crunch and high attrition rate is always a serious concern therefore undertaking study of QWL in these sector makes sense.

RATIONALE OF THE STUDY:

The research paper underpins the basic concepts 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. Therefore this paper is an attempt to study the Quality of work life in telecom sector and to know its impact on employees' perceived performance, employees' commitment and job satisfaction.

OBJECTIVES OF THE STUDY:

The objectives of the study can be listed as follows:

- To study the quality of work life prevailing in selected telecom service provider companies at Ahmedabad.
- To find out the impact of quality of work life on the employee's perceived performance.
- To find out the impact of quality of work life on the employee's commitment.
- To find out the impact of quality of work life on the job satisfaction.
- To find out the significant difference in QWL across different age groups

Proposed Hypothesis:

Based on the above mentioned objectives following hypothesis are formed:

Regression

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.

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.

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.

Annova

H0: There is no difference in QWL across different age groups.

H1: There is difference in QWL across different age groups.

H0: There is no difference in QWL across different qualification groups.

H1: There is difference in QWL across different qualification groups.

H0: There is no difference in QWL across different experience groups.

H1: There is difference in QWL across different experience groups.

Sampling Frame

Population: All employees of selected telecom sector companies in Ahmedabad.

Sample design: Involves purposive or deliberate selection of particular units of the population for constituting a sample which represents the population.

Sample Size: 152 employees.

Description of the sample

The sample for this study was drawn from employees of telecom service provider companies of Ahmedabad. Total of 152 employees from 7 companies participated in the survey. Participants include employees of all levels. Various companies included are Bharti Airtel Limited, Bharat Sanchar Nigam

Limited, MTS, Idea Cellular Limited, Uninor, Reliance Communications, Vodafone.

Table 1: Sample demographics:

Demographics	N	%
Age		
20 to 30	113	74%
31 to 45	19	13%
46 and above	20	13%
Gender		
Male	111	73%
Female	41	27%
Qualification		
Undergraduate	15	10%
Graduate	81	54%
Post-graduate	54	36%
Experience		
0-1 year	20	14%
1-5 years	78	52%
5-10 years	32	21%
Above 10 years	20	13%
Income		
<10,000	3	2%
10,000-20,000	65	46%
20,000-30,000	47	33%
>30,000	26	19%

Data collection tool: data is collected through questionnaire which includes open ended and close ended questions. Analysis was done on 5 point likert scale.

Description of the instrument

The instrument used in the research was questionnaire. The questionnaire includes questions on four different areas to fulfill the objectives of the research. Four already proven scales were used to gather the required data.

Leiden Scale of Quality of work life:

For QWL Laiden scale of quality of work life was taken. The questionnaire adopted assessed work characteristics from two influential occupational stress models, the Job Demand Control Support model (Johnson & Hall, 1988; Johnson, 1989; Karasek & Theorell, 1990) and the Michigan model (Caplan, Cobb, French, van Harrison & Pinneau, 1975). It measured 12 work characteristics, namely, skill discretion, decision authority, task control, work and time pressure, role ambiguity, physical

exertion, hazardous exposure, job insecurity, lack of meaningfulness, social support from supervisor and social support from coworkers and the outcome variable of job satisfaction. Items from the Questionnaire for Organizational Stress, version Doetinchem (Bergers, Marcelissen & de Wolff, 1986), which assess the key concepts of the Michigan model, were included in the item pool. This questionnaire included items on the following work stressors: overload, role ambiguity, responsibility, role conflict, restrict place, lack of decision authority, lack of meaningfulness and job insecurity.

Although the Leiden Quality of Work Life Questionnaire consists of 12 work characteristics or dimensions, for this research it was only decided to use the first eleven. This was because job satisfaction is considered to be an outcome variable of QWL.

These characteristics according to Van der Doef and Maes (1999) include:

Skill discretion which refers to task variety and the extent to which job challenges one skill, Decision authority refers to freedom of decision making over ones work, Task control refers to the flexibility that one has in ones work, Work and time pressure refers to ones workload and time pressure, Role ambiguity refers to not knowing what ones tasks and what is expected from one task, Physical exertion refers the extent that one's work requires physical effort, Hazardous exposure refers to the extent that one is being exposed to dangerous tools, equipment and machinery, Job insecurity refers to uncertainty about one's job, Lack of meaningfulness refers to whether one's work is worthwhile doing, Social support supervisor refers to the support that is provided by ones supervisor, Social support colleagues refer to instrumental and emotional support provided by colleagues.

Validity

The correlations between the scales indicated that some scales were very strongly related to one another. The results of the confirmatory factor analysis, however and the different correlations of the control concepts with the other work characteristics gave good reason to view them as separate, though related concepts. The equal between factor correlations was .87 to .88. The validity of the questionnaire was seen as satisfactory (Van der Doef & Maes, 2002).

Reliability

The internal reliability of the scales was assessed by means of Cronbach alpha. The model includes 59 items, measuring 12 factors. Although the Goodness of Fit Index (GFI) and the Non normed Fit Index (NNFI) were still somewhat below the recommended criterion (.90), the RMSEA (root mean square error of approximation) indicates a good fit of the model. The alpha coefficient of QWL as measured by the LQWLQ was .86.

Employees' Perceived Performance

The outcome of employee work is significantly interpreted as organizational performance (Wall et al. 2004). Commonly performance is exhibited by financial figures but sometimes it may be measured through the combination of expected behavior and task related aspects (Motowidlo 2003). Job Analysis is used as a means for developing the performance standard of each employee which serves as benchmarking for targeted performance (Heneman and Judge 2005). In fact the performance which may be based on the eventual value or relative judgment may be true representative of organizational performance. (Gomez-Mejia, Balkin and Cardy 2007; Walle et al 2004).

One of the most challenging area for human resource is to make their employee work beyond the stated work responsibilities mentioned in their job profile. These maximization of effort from employee side serve as one of the key basis for encashing upon competitive edge (Organ 1997) This further serve as basis in the development of OCB which is commonly termed as contextual performance or extra role performance. (Podsakoff et al 2000 and Organ 1997). The questionnaire used for measuring employee perceived performance adapted questions from William and

Anderson(1990) .Some of the questions were further adapted from Podsakoo and Mackenzie 1990.Six item measuring innovative behavior were adapted from Moon et al (2007)

Satisfaction:

Scale Description: Minnesota Satisfaction Questionnaire

Original Citation – Weiss, D. J., Dawis, R. V., England, G.W., & Lofquist, L. H. (1967). Manual for the Minnesota Satisfaction Questionnaire. Minneapolis: University of Minnesota, Industrial Relations Center.

Brief Description of Instrument – Measures satisfaction with various aspects of work and work environments.

Test-retest Reliability– For General Satisfaction 0.89 over one-week and 0.70 over one year. No results for intrinsic or extrinsic sub-scales.

Construct Validity – The MSQ has been shown through data from various occupational groups to differentiate job satisfaction at the 0.001 significance level on all scales.

Employee Commitment

Scale Description:

The scale used measures an employee's self-reported identification and involvement with a particular organization. The scale is intended to capture more of the attitudinal component of commitment rather than the behavioral part and represents something more than passive loyalty (Mowday et al. 1979). The typical format is fifteen items and a seven-point Likert-type response scale.

Scale Origin:

The scale was developed by Porter and his colleagues (1974; Mowday et al. 1979). The article by Mowday et al. (1979) subsumes the earlier study and reports on the testing of the scale with 2563 employees who worked in a variety of jobs in nine different organizations. In general, the scale showed evidence of high internal consistency (average alphas of .90), satisfactory stability (e.g., two month test-retest correlation, $r = .72$), and acceptable (though far from ideal) convergent, discriminant, and predictive validities. Another version of the scale that only used the nine positive items had alphas ranging from .84 to .90 in samples of three different employee types.

Validity:

No specific examination of scale validity was discussed by any of the studies. However, the dimensionality of the scale was tested by Sager (1994) who reported that the items loaded on two factors. Nine of the items appeared to measure affective commitment while the remaining six items seemed to relate more to intention to quit.

Reliability:

Good et al. (1996) reported alphas of .91 and .90 for entry- and upper-level retail managers, respectively. Alphas of .90 were reported by Michaels et al. (1988) for both the salesperson and buyer samples. Michaels and Dixon (1994) reported alphas of .90 and .91 for the sales and purchasing samples, respectively. The alpha for the nine item version of the scale used by Sager (1994) was .90. Siguaw, Brown, and Widing (1994) reported an alpha of .88 for the scale.

Data Analysis and Interpretation

Preliminary Analysis:

SPSS version 17.0 was the statistical software used to perform all procedures. The tabular form can be presented as follows:

Table 2: Statistical tool and objective

STATISTICAL TEST	OBJECTIVE
Mean analysis- QWL	To measure the level of QWL
Factor analysis- Perceived Performance	For data reduction
Factor analysis – Job Satisfaction	For data reduction
Regression analysis –Employees’ Perceived Performance	To find out impact of QWL on employees’ perceived performance
Regression analysis – Employees’ Job Satisfaction	To find out impact of QWL on employees’ job satisfaction
Regression analysis – Employees’ Commitment	To find out impact of QWL on employees’ commitment
ANOVA test – Age, Qualification, Experience	To find out the whether the overall model is statistically significant or not

Impact of Quality of Work Life on Employees’ perceived Performance:

Regression Analysis - Perceived Performance

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.

Table 3: Quality of work life and Perceived Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.486a	.236	.231	5.184
a. Predictors: (Constant), QWL Therefore we can say that there is a significant impact of Quality of work life on employee perceived performance.				

Impact of Quality of Work Life on Employees’ Job Satisfaction:

Regression Analysis - Job Satisfaction

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.

Table 4: Quality of work life and employee job satisfaction

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.732a	.536	.533	7.024
a. Predictors: (Constant), QWL Therefore we can say that there is significant impact of quality of work on job satisfaction				

**Impact of Quality of Work Life on Employees’ Commitment:
Regression Analysis - Commitment**

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.

Table 5: Quality of work life &Employees’ Commitment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.307a	.094	.088	2.999
Therefore we can say that there is significant impact of quality of work life on employee commitment.				

ANOVA

Anova was done taking Quality of Work Life (QWL) as the dependent variable and Age, Qualification, Experience per month as independent variables.

QWL and Age

H0: There is no significant difference in QWL across three age groups

H1: There is significant difference in QWL across three age groups

Table 6: Age Group and QWL

ANOVA					
QWL_MEAN					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.289	2	.144	1.243	.291
Within Groups	17.085	147	.116		
Total	17.374	149			

We need to reject H1 and accept H0. Therefore we can say that there is no significant difference in QWL across three age groups

QWL and Experience

H0: There is no difference in QWL across different experience groups.

H1: There is difference in QWL across different experience groups.

Table 7: Experience and QWL

ANOVA					
QWL_MEAN					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.120	3	.373	3.353	.021
Within Groups	16.254	146	.111		
Total	17.374	149			

There is no significant difference in QWL across different experience groups as the sig. value is more than α level. So we reject H1.

Findings:

The summary of the findings can be enumerated as follows:

Table 8 Summary of Findings

No.	Particulars	Significance Value	Beta value	Hypothesis Rejected
1.	Impact Of QWL On Employees' Perceived Performance	0.000	.486	Reject H0
2.	Impact Of QWL On Job Satisfaction	0.000	.732	Reject H0
3.	Impact Of QWL On Employees' Commitment	0.000	.307	Reject H0
4.	ANOVA- Age	0.291	-	Reject H1
5.	ANOVA- Qualification	0.262	-	Reject H1
6.	ANOVA- Experience	.021	-	Reject H0

CONCLUSION:

Research proves that QWL has a strong impact on employee perceived performance, job satisfaction and employee commitment. The research goes further in proving that there is significant difference in QWL and experience of workers. QWL and its relationships with employee perceived performance, job satisfaction and job commitment must become an explicit objective for many of the human resource policies in modern organizations. An unstrained work environment ensures good health and psychological conditions which enables the employee to perform job and non work related functions without inhibitions. Thus, it leads to an unstressful work environment providing a

comfortable work life.

RECOMMENDATIONS:

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 important recommendation includes providing an opportunity for staff to interact socially with other members of the organization, arranging for get together parties, implementing robust systems of training and development, introducing employee assistance programmes, providing realistic job previews(RJP) to potential employees and 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.

LIMITATION & FUTURE RESEARCH:

The sample represents a small part of the entire population so it may actually not be a true representative of the data .As sample taken is too small the study cannot be generalized .Similar study should be replicated in other sectors like banking focusing on QWL as a predictor of perceived performance, job satisfaction and job commitment as very few studies are available. It is recommended that future studies be expanded to other service organizations in different related industries as well as other spheres of the working environment. Future research should include a more representative sample consisting of a broader range of work environments. Standardized questionnaires that measures QWL and other predictors should be developed for the Indian context, since the questionnaires that were used during this study were internationally-based and developed.

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- Academic Paper Database
- Digital Journals Database
- Current Index to Scholarly Journals
- Elite Scientific Journal Archive
- Directory Of Academic Resources
- Scholar Journal Index
- Recent Science Index
- Scientific Resources Database
- Directory Of Research Journal Indexing

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