

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

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STATEMENT OF THE PROBLEM

OBJECTIVES

HYPOTHESES

RESEARCH METHODOLOGY

RESULTS & DISCUSSION

FINDINGS

RECOMMENDATIONS/SUGGESTIONS

CONCLUSIONS

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QUALITY OF WORK LIFE AND SELF EVALUATION OF PERFORMANCE: PARAMETERS AT WORK PLACE

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ABSTRACT

QWL depends upon the favorable or unfavorable conditions and environment of a workplace that support and promote the continuous effort to bring increased labor-management cooperation through joint problem solving to improve organizational performance and employee satisfaction. A good quality of work-life supports and promotes employee performance by providing them with job satisfaction. In the present study the researcher chose the IT companies in Chennai. Based on the interview with the employees in the organization, a pilot study was conducted with the respondents in the total sample (N = 120). The factors that contribute to quality of work life includes Stress at Work, Work Life balance, Management Policies, Adequate and Fair compensation, Social Integration in the workplace and Job Security. The following themes emerged from the analysis: (1) The factors affecting the QWL of the employees in the IT companies; (2) Exploration of the relationship between the QWL and the performance of the employees; and (3) Suggestions based on the survey results.

KEYWORDS

Quality of work life (QWL), Information Technology (IT), Performance.

INTRODUCTION

 Quality of Work Life (QWL) means "The degree to which members of a work organization are favorable or unfavorable to the employees at work". It is basically referential to the unfavorable conditions that impinge on the employees' work-life and the performance amidst which he works. Job performance is an important construct in industrial/organizational psychology (Arvey & Murphy, 1998; Austin & Villanova, 1992; Campbell, 1990; Murphy & Cleveland, 1995; Schmidt & Hunter, 1992). It has gained deserved prominence in the individual performance in the Organization as an indicator of the employees overall experience in the work place. The research model for this study was based on the factors affecting Quality of work life and the relationships between QWL and performance of the employees in the IT companies. It plays a key role in any organization and exerts an impact on the people, their work and self development as well as the organization's development. To summaries, QWL is viewed as a wide-ranging concept, Hence this paper pertains to the measurement of the quality of work-life of the employees in the work place through the affective factors of Stress at work, Work Life Balance, Management Policies, Adequate and Fair compensation, Social Integration in the workplace and Communication at the work place. So keeping the above facts in view, the present study has been pursued to achieve the following objectives.

LITERATURE REVIEW

Clarke, M., Koch, L., & Hill, E, (2004), QWL has been well predicted as a multi-dimensional construct and it may not be common one. In the existing literature it include job security, better reward systems, higher pay, opportunity for growth, and participative groups, among others. QWL emphasizes on cordial employee relations and adopts a human resource strategy that places high value on employees as organizational stakeholders. In addition, employee relations in companies will benefit with their workforce if they are highly motivated to expend their best efforts. It involves providing fair and consistent treatment to all employees. Thus, good employee relations help in developing satisfied, committed and productive work force that lead towards overall effectiveness of an organisation (Johnsrud, L. 2002).A good QWL gives high performance; high performing individuals get promoted, awarded and honored. Career opportunities for individuals who perform well are much better than those of moderate or low performing individuals (VanScotter et al., 2000).Moreover, this performance concept explicitly describes behavior which is goal-oriented, i.e. behavior which the organization hires with the employee to do well as performance (Campbell et al., 1993).Often it is not sufficient to comply with the formal job requirements, one needs to go beyond what is formally required (Parker et al., 2006; Sonnentag and Frese, 2002).QWL has also been viewed in a variety of ways such as (a) a movement; (b) a set of organizational interventions, and (c) a type of work life by employees(Carlson H.,1980).Sonnentag, S. and Frese, M. (2002) 'Performance concepts and performance theory', in S. Sonnentag(ed.), *Psychological Management of Individual Performance*. Chichester: Wiley, pp. 3-25. Littler C (1999) showed that a number of contributing factors directly lead to organizational dissatisfaction with levels of low income, career prospects, stress, work and family balance and distrust in senior management. Anonymous (2005) described that some combination of benefits explicit and implied tangible and intangible that make a good place for the employees to work in the organization. Implied in the area of QWL is the notion that to be a good employer, a business or institution must recognize that employees have lives before and after work. That recognition, in turn, creates trust and loyalty among employees, everybody eventually and consequently the world becomes a better place. A QWL survey was developed by the committee over several meetings and a day-long workshop. The following instruments were included in the survey: Warr et al. (1979) Intrinsic and Extrinsic Job Satisfaction scales; the NIOSH (1988) Job Satisfaction scale; one global question on job satisfaction; the Maslach Burnout Inventory (Maslach et al., 1996); the NIOSH (1988) Social Support scales, which included both supervisor and co-worker support; and Netemeyer and Boles' (1996) Work-Family Conflict scale. Several months after the survey was administered, the results were presented at Rounds at the centre, as well as in separate departmental meetings.

OBJECTIVES

- To examine the factors affecting Quality of work life of the employees in the information Technology companies.
- To study the nature of relationship between the affecting factors of Quality of work life with self evaluation of performance of the employees in the IT companies.
- To make suggestions based on the findings of the study.

RESEARCH METHODOLOGY

The present study was conducted in the Information Technology companies in Chennai. A total of 120 samples were collected from the IT companies and the residence of employees and those who volunteered to participate to answer the questions during their rest time in their regional language by adopting convenience sampling methods through structured questionnaire. Both Primary and secondary data have been used for the present study.

DATA ANALYSIS**DESCRIPTIVE STATISTICS FOR EVALUATION OF SELF- PERFORMANCE****TABLE 1: PERFORMANCE LEVEL [VH - Very High, H- High, M- Medium, L- Low, VL – Very Low]**

Sno	Particulars	VH %	H %	M %	L %	VL %	Mean	SD
	Your effort to meet the targets	56 (37.3)	75 (50)	17 (11.3)	2 (1.3)	0 (0)	4.233	.699
	Your concern for the quality of output (as expected by the norms of the organization)	37 (24.7)	91 (60.7)	22 (14.7)	0 (0)	0 (0)	4.100	.621
	Efforts taken by you towards optimum utilization of available resources.	20 (13.3)	101 (67.3)	29 (19.3)	0 (0)	0 (0)	3.940	.570
	Motivation you are able to provide to individuals in your group.	7 (4.7)	87 (58)	52 (34.7)	2 (0)	2 (0)	3.633	.659
	Capacity/ Skill/ Knowledge you possess pertaining to your job.	6 (4)	88 (58.7)	54 (36)	2 (1.3)	0 (0)	3.653	.571
	Your contribution in managing critical situation.	11 (7.3)	96 (64)	38 (25.3)	5 (3.3)	0 (0)	3.753	.633
	Initiative in job related matters.	14 (9.3)	100 (66.7)	32 (21.3)	2 (1.3)	2 (1.3)	3.813	.609
	Level of your acceptability by the top management as a competent person.	18 (12)	77 (51.3)	38 (25.3)	17 (11.3)	0 (0)	3.640	.837

Sources : Primary Data

Based on the above Table 1, the self evaluation of Performance level of the employees in IT companies is shown. It is clear from the table that the mean values ranging above 3.813 indicating that the respondents have scored "Medium Performance" with respect of the Initiative in job related matters. The variable statement "Efforts taken by you towards optimum utilization of available resources" has the mean value ranging to 3.940 indicating that the respondents have scored "High Performance" for this statement. The variable statement "Your effort to meet the targets" has highest mean value (4.233) indicating that the respondents are giving "Very High Performance" and the variable statement "Motivation you are able to provide to individuals in your group." has the lowest mean value (3.633) indicating that the respondents have "Very Low Performance".

QUALITY OF WORK-LIFE AND PERFORMANCE LEVEL

Null Hypothesis (H0): There is no significant difference between the Quality of work-life and the performance level of the employees in the IT companies.

Alternative Hypothesis (H1): There is significant difference between the Quality of work-life and the performance level of the employees in the IT companies.

TABLE 2: MODEL SUMMARY

Model	R	R Square	Adjusted R square	Std. Error	Change statistics sig factors
1	.416	.168	.115	.4963	.002

Sources : Primary Data , sig at 5 % level

Dependent Variable : Performance level
Co-efficient

Model Constant	Unstandardized Co-efficients		t value	sig value
	B	Std.E		
STRS	-.075	.057	-1.325	.187
WLB	-.034	.058	-.586	.559
MP	-.068	.083	-.819	.414
JS	-.071	.060	-1.183	.239
ADQ&FCP	.303	.077	3.950	.000
SI	-.076	.061	-1.239	.217

Sources : Primary Data , sig at 5 % level

Predictors: STRS- Stress, WLB- Work life Balance, MP- Management Policies, ADQ&FCP – Adequate and Fair compensation, JS- job security and SI- Social Integration.

Independent Variables : Quality of work-Life

Table 2 represents the Regression Analysis between the Quality of work-life and performance level of the employees in the IT companies. The estimated regression co-efficient represents both the type of relationship and strength of the relationship between the independent and dependent variables. The co-efficient value that denotes in the independent variables are Stress (-.075), Work life Balance (-.034), Management Policies (-.068), Adequate & Fair Compensation (-.123), Job Security (-.076) and Social Integration (.303). The standardized error estimated for this co-efficient is considerably less. The t value for Social Integration at work place (3.950) is high.

It is also clear that there is no significant difference between performance and QWL factors such as stress, Work life Balance, Management Policies, Adequate and Fair Compensation and Job security. Since P value is less than 0.050, the Null Hypothesis is rejected at 5 percent level of significant in the QWL factor of Social Integration at work place. Hence it is concluded that employees performance are high in the IT companies

FINDINGS AND DISCUSSION

The researcher would like to give the following recommendations.

- In the table 1, the variable statement "Your effort to meet the targets" has the highest mean value (4.233) indicating that the respondents are giving "Very High Performance" and the variable statement "Motivation you are able to provide to individuals in your group." has the lowest mean value (3.633) indicating that the respondents are having "Very Low Performance". The management should allow the employees to participate in policy level decision making. This will be an effective tool for organizational culture change and for performance improvement and also can reduce the dissatisfaction and unrest of firm production.
- From the Table : 2 , It is clear that there is no significant difference between performance and QWL factors such as stress, Work life Balance, Management Policies, Adequate and Fair Compensation and Job security. The management should consider the legal and social compliance and correction measure to be taken from time to time.
- Stress can be reduced by developing the team work activities that can result in high performance and job satisfaction.
- Employee's satisfaction can be achieved by embracing a certain level of employment security, job safety, free from job anxiety, reasonable wage, social life enjoyment opportunity, and participation in decision making.

CONCLUSION

Several methods of assessments were proposed, evaluated, and used to develop QWL. Based on the analysis, it was found that QWL factors did have a strong effect and influence towards the performance of the employees in the IT companies. This performance will also undoubtedly determine the success of the organization and individual goals to attain. It can be adduced from the analysis that effort to meet the targets plays a very important role in determining the level of the performance. All the factors derived through this study and their regression value between the QWL and the performance play an important part in moulding the way of the manager and employees to act, react, respond and perform to improve the QWL. An organization should follow a systematic process of keeping its view and the mission for smooth flow of work life of the employees. The role of the Human Resource Manager also play a major role in evolving with the change in the competitive environment. The imperative is that Human Resource Management must play a more strategic role in the success of the individual and organization goals.

LIMITATIONS OF THE STUDY

- In this Pilot study the results may not represent the whole sample population, as convenient sampling and a relatively small sample size were employed.
- The ratio of male and female respondents in this study may not reflect the definite male and female participation in the IT companies.

SCOPE OF THE RESEARCH

Quality of work-life promotes and maintains employee satisfaction and organizational effectiveness to achieve goals. The research will, therefore, aim at examining the recreational activities and Quality of work life to improves performance and satisfaction of the employees in Information Technology companies. It is also intended that it will help to balance the employee's work and non-work life, inspire them to work enthusiastically, promote cooperation and facilitate conflict management, employee commitment, self-efficiency and organizational effectiveness. In this, Factors to be finding out on Quality of work life which affects the employees work life and give solution to reduce absenteeism, labour turn over and attrition in Information Technology companies.

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