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QUALITY OF WORK LIFE OF EMPLOYEES IN CORPORATE SECTOR OF INDIA

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ABSTRACT

This research work is an effort to study the status of Quality of Work Life (QWL) of employees working in the corporate sector and to explore the impact of demographic elements on QWL. A survey was conducted for 277 employees in the corporate sector of India. Through the EFA and CFA, the instrument is validated and analysis is conducted. Six QWL important factors are obtained, including Compensation, Social integration, Work environment and freedom, Growth and security, Training and development programs, and Work-life balance. This study revealed that more than half of the surveyed employees satisfied with the current status of QWL and also that demographical factors do not impact the QWL of employees.

Disciplinary: Management Science.

1. INTRODUCTION

Quality of Work Life (QWL) can be defined in various ways. QWL of employees is the subset of the broad, concept of quality of life. QWL is industrial democracy that promotes the participative management style in the decision-making procedure. For managers and administrators, QWL is a psychological aspect that leads to higher productivity. On the other hand, unions and workers defined it as the one that improves social relationships in the workplace. Nanjundeswaraswamy and Swamy (2013) defined QWL as a process of redesigning the job by considering employee as an asset and not as a liability.

As per the American Society of Training and Development (1979), QWL empowers all members to participate in shaping the organization's environment, methods, and outcomes. Walton (1974) identified eight critical factors to quantify the QWL of employees namely, total living space, social relevance, well working environment, an opportunity for career development, career growth, constitutionalism, adequate and fair compensation.

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2. LITERATURE REVIEW

Researchers used various dimensions to gauge the employees' QWL. Nanjundeswaraswamy et al., (2013) considered nine important components to measure QWL namely, Job satisfaction and security, Work environment, Rewards and Compensation, Organization climate and culture, Cooperation and relationship, Autonomy of work, Facilities, Adequacy of resources, Training and development. The research revealed that the component 'Adequacy of Resources' is more correlated with employee QWL than other dimensions.

McHugh (1999) measured the QWL of pharmacists by using dimensions such as Career development opportunities, Job satisfaction, Patient care concern, and Turnover Intentions. The research explored that career development is strongly associated with QWL of employees.

Desselle (2005) quantified the level of QWL among USA certified pharmacy technicians by considering multi-factors and explored that QWL of employees is significantly associated with pay.

Nanjundeswaraswamy and Sandhya (2016) gave a new set of QWL components including Opportunities for Growth, Adequacy of resources, Adequate compensation, Leadership styles, Emotional Intelligence, Occupational stress, Attitude among employee, Facilities, Job responsibility, satisfaction and security, Nature of Work, Organizational commitment and culture, Relationship and cooperation, Training and Development, Work environment and Autonomy in work. Nanjundeswaraswamy et al., (2013) opined that QWL involves an extensive range of components that influence employee performance.

Datta (1999) studied on QWL based on the human values approach, revealed that QWL is the Quality of Life of persons. Three QWL viewpoints were considered namely, subjective observation of QWL, human values approach, and some formal actions towards the enhancement of QWL.

Nadler and Lawler (1983) suggested three important criteria for the successful implementation of QWL. They are an expansion of projects at various levels, transformation in senior management behavior, and modification in management systems and structure.

Zin (2004) researched to know the association between QWL and Organizational Commitment; used seven dimensions of QWL of Walton's (1974) such as workplace integration, supervision, social relevance, physical environment, pay and benefit, participation, growth and development. Research reveals that career growth, pay, career development and benefits are significantly associated with organizational commitment of employees.

Marks et al. (1986) studied the association between Quality Circle programs and QWL of employees. The study explored that the direct involvement of employees in taking managerial decisions and problem-solving processes improves productivity and reduces absenteeism.

Sirgy et al. (2001) established a new measuring instrument for QWL by considering the need satisfaction and spillover theories; it includes many dimensions like actualization, aesthetic, esteem, health, safety, knowledge, economic, family needs, and social needs.

Noor and Abdullah (2012) researched QWL of employees working in Malaysian firms found that better QWL leads to enhanced well-being of the employees and society. Also, employee involvement; job security; job satisfaction has a strong relationship with QWL of employees.

Havlovic (1991) found that good QWL initiatives lead to a significant reduction in absenteeism, accidents and quits. Gani and Ahmad (1995) study considered four groups of factors like Financial Factors, Job Factors, Relational Factors and Working Environment Factors. The study explored that all the four group components are associated with QWL of employees.

Through the extensive literature survey, it is recognized that a lot of researchers used various dimensions of QWL for its quantification. In this study, instruments from Swamy et al. (2015) were considered with nine QWL components. The research objectives are set to design and validate measuring instruments for QWL dimensions, to know the status of QWL of employees working in the corporate sector, and to know the association among demographic factors of employees QWL.

3. METHODOLOGY

The research is survey-based using a structured questionnaire. Using the survey instruments, the responses were collected from employees of the corporate sector. The data was gathered from 300 employees using a structured questionnaire. Finally, 277 questionnaires were considered for the analysis after rejecting 23 invalid questionnaires. The collected data were analyzed using SPSS.

This study considered Swamy et al. (2015) measuring instrument with nine QWL components viz., Work environment, Compensation and Rewards, Organization culture and organization climate, Relation and cooperation, Job satisfaction and Job security, Autonomy of work, Training and development, Facilities, and Adequacy of resources. The measuring instrument uses five-point Likert scales, 5 as strongly agree to 1 as strongly disagree. The instrument had the employees' demographic information section and a section with nine components consisting of 51 items.

To authenticate the measuring instrument Exploratory Factor Analysis (EFA), CFA was conducted, Discriminant Validity and Convergent Validity test was conducted.

3.1 DEMOGRAPHICAL PROFILE OF RESPONDENTS

The demographic profiles of the Bangalore surveyed corporate respondents are categorized into seven types and are presented in Table 1 that is self-explanatory.

Table 1: Demographical profile of Bangalore respondents.

Sl. No.	Demographic Characteristics		Respondents	% of Respondents
1	Gender of employees	Male	156	56.32
		Female	121	43.68
2	Employees educational qualification	Graduate	200	72.20
		Post-grad	77	27.80
3	Nature of Job	Technical	204	73.65
		Non Technical	73	26.35
4	Age	20 -30	239	86.281
		30 – 40	36	12.996
		>40	2	0.722
5	Employee Experience	0 - 4 years	177	63.90
		4 – 8 years	67	24.18
		8 - 12years	25	9.03
		>12years	8	2.89
6	Salary	<10,000	4	1.444
		10,000 – 20,000	29	10.469
		>20,000	244	88.086
7	Number of employees	<100	12	4.33
		>100	265	95.66

3.2 CONVERGENT VALIDITY

The Composite Reliability (CR) and Average Variance Extracted (AVE) show the convergent validity of the instrument. The value of CR and AVE must equal 0.7 or above to verify convergent validity. Table 2 shows all QWL measurement model six factors satisfy convergent validity.

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Table 2: CR and AVE values.

Proposed QWL components	Composite Reliability	Average Variance Extracted
1. Compensation (D1)	0.854	0.794
2. Work environment and freedom (D2)	0.835	0.758
3. Growth and Security (D3)	0.821	0.733
4. Social integration (D4)	0.770	0.756
5. Training and development programs (D5)	0.738	0.714
6. Work-life balance (D6)	0.845	0.744

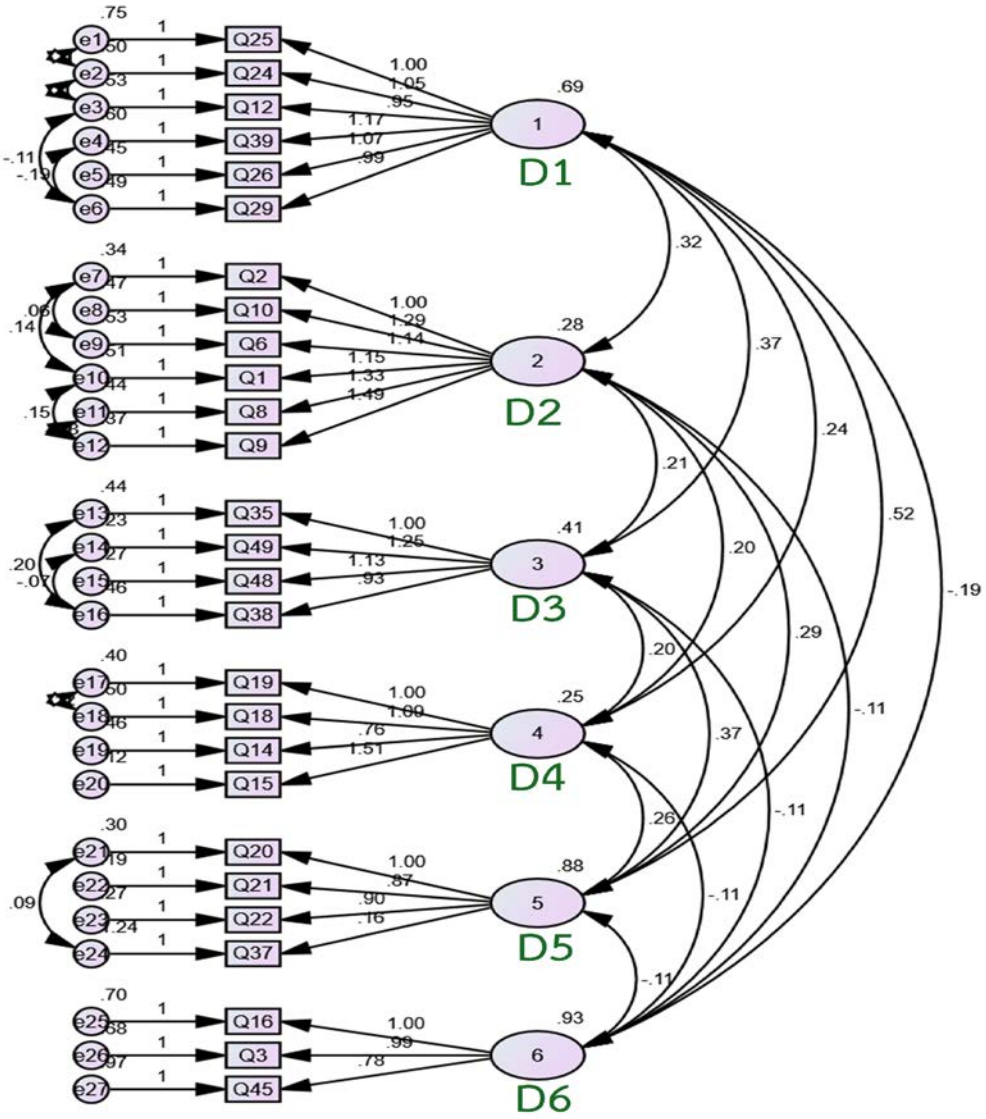

Figure 1: Measurement Model.

3.3 CONFIRMATORY FACTOR ANALYSIS

CFA was conducted through SEM using AMOS software and the six factors of the QWL model were tested for validation, resulted in the same set of components and items. The QWL measurement model explored a sufficient fit as represented in Figure 1. The Chi-Square statistics (575.492) along with CMIN 1.938 which is less than 3. The indices Goodness of Fit Index (GFI) = .874, Adjust Goodness of Fit Index (AGFI) = .840, Bentler-Bonett Normed Fit Index (NFI) = .866, Incremental Fit Index (IFI) =.930, Comparative Fit Index (CFI) =.929 and Tucker-Lewis Index (TLI) = .917 are nearer to one and RMSEA = 0.058 is less than 0.08 and hence, all the model fit indices are within acceptable limit (Bentler, 1992; Bentler et al., 1987). The values are indicating a good model fit.

3.4 DISCRIMINANT VALIDITY

The measure of discriminant validity is the distinctiveness of every item of the dimensions. If

the square root of AVE of the dimension should be greater than its value of correlation, we can conclude that discriminant validity is acceptable Sosik, (2009). Table 3 indicates that the correlation values for all four factors are less than the square root of AVE values and hence, they confirm the discriminant validity.

Table 3: Test Statistics of Discriminant Validity

Components	D1	D2	D3	D4	D5	D6
D1	**.891**					
D2	.643	**.870**				
D3	.598	.566	**.856**			
D4	.514	.576	.507	**.869**		
D5	.674	.588	.594	.530	**.844**	
D6	-.185	-.180	-.148	-.194	-.141	**.862**

4. ANALYSIS AND RESULTS

4.1 EXPLORATORY FACTOR ANALYSIS

Nine important factors were considered and instruments were designed. To know the predominant dimensions and to reduce the number of items, EFA was conducted. To check sampling adequacy, the Kaiser-Meyer-Olkin test was conducted and the statistic was found to be 0.901 which is more than 0.6, thus it is in the acceptable region, see Table 4.

Table 4: KMO and Bartlett's Test.

KMO Measure of Sampling Adequacy		0.901
Bartlett's Test of Sphericity	Approximate. Chi-Square	4146.525
	Degree of freedom	351
	Significance level	<0.001

Table 5: Variance of extracted components

Factors	Eigenvalues- Initial			Extraction			Rotation		
	sum	% Variance	Cumulative %	sum	% Variance	Cumulative %	sum	% Variance	Cumulative %
1	10.054	37.237	37.237	10.054	37.237	37.237	4.235	15.683	15.683
2	2.037	7.545	44.783	2.037	7.545	44.783	3.733	13.826	29.509
3	1.593	5.901	50.684	1.593	5.901	50.684	3.091	11.448	40.957
4	1.522	5.638	56.322	1.522	5.638	56.322	2.451	9.079	50.036
5	1.310	4.851	61.173	1.310	4.851	61.173	2.150	7.963	58.000
6	1.236	4.579	65.752	1.236	4.579	65.752	2.093	7.753	65.752
7	.980	3.630	69.383						
8	.854	3.163	72.546						
9	.735	2.723	75.269						
10	.693	2.568	77.837						
11	.610	2.260	80.097						
12	.601	2.227	82.325						
13	.511	1.893	84.217						
14	.464	1.718	85.936						
15	.429	1.587	87.523						
16	.423	1.567	89.090						
17	.399	1.480	90.569						
18	.381	1.410	91.980						
19	.336	1.244	93.224						
20	.302	1.119	94.343						
21	.293	1.086	95.429						
22	.260	.963	96.391						
23	.225	.834	97.225						
24	.215	.798	98.023						
25	.196	.726	98.749						
26	.184	.680	99.429						
27	.154	.571	100.000						

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Table 6: Rotated Matrix

Factor	Factor Item	Component of six QWL factors					
		1	2	3	4	5	6
1	Salary (Q25)	.757					
2	Adequate fair (Q24)	.752					
3	Wage policies (Q12)	.714					
4	Fair earning (Q39)	.696					
5	Rewards (Q26)	.689					
6	Fringe benefits (Q29)	.598					
7	Working conditions (Q2)		.725				
8	Decisions (Q10)		.701				
9	Empowerment (Q6)		.672				
10	Environment (Q1)		.662				
11	Suggestions (Q8)		.661				
12	Content (Q9)		.636				
13	Secured (Q35)			.751			
14	Resources (Q49)			.732			
15	Communication (Q48)			.726			
16	Security (Q38)			.712			
17	Help (Q19)				.748		
18	Friendliness (Q18)				.669		
19	Harmonious (Q14)				.657		
20	Belongingness (Q15)				.622		
21	Efficiency (Q20)					.706	
22	Relationships (Q21)					.642	
23	Opportunities (Q22)					.624	
24	Promotions (Q37)					.598	
25	Demands (Q16)						.805
26	Personal care (Q3)						.803
27	Stress (Q45)						.800

Table 7: Summary of factor analysis.

Components	Quantifiable values	Weights	Eigenvalues	Variance	Accumulated
1. Compensation	Salary (Q25)	.757	10.054	15.683	15.683
	Adequate fair (Q24)	.752			
	Wage policies (Q12)	.714			
	Fair earning (Q39)	.696			
	Rewards (Q26)	.689			
	Fringe benefits (Q29)	.598			
2. Work Environment and Freedom	Working conditions (Q2)	.725	2.037	13.826	29.509
	Decisions (Q10)	.010			
	Empowerment (Q6)	.672			
	Environment (Q1)	.662			
	Suggestions (Q8)	.661			
	Content (Q9)	.636			
3. Growth and Security	Secured (Q35)	.751	1.593	11.448	40.957
	Resources (Q49)	.732			
	Communication (Q48)	.726			
	Security (Q38)	.712			
4. Social Integration	Help (Q19)	.748	1.522	9.079	50.036
	Friendliness (Q18)	.669			
	Harmonious (Q14)	.657			
	Belongingness (Q15)	.622			
5. Training and Development Programs	Efficiency (Q20)	.706	1.310	7.963	58.000
	Relationships (Q21)	.642			
	Opportunities (Q22)	.624			
	Promotions (Q37)	.598			
6. Work Life Balance	Demands (Q16)	.805	1.236	7.753	65.752
	Personal care (Q3)	.803			
	Stress (Q45)	.800			

The EFA was conducted using SPSS software for item reduction using the PCA method with Varimax rotation. The result reveals that six important factors address the total variances of 65.7%. Only Eigenvalues greater than one are considered for further analysis, see Table 5.

Principal Component Factor Analysis–extracted six dimensions with twenty-seven items with item loadings more than 0.598 and above. Cronbach's alpha value is 0.947 indicating the reliability of the instrument. The item-wise factor loadings for six QWL factors are shown in Table 6 and the summary of factor analysis is shown in Table 7.

From EFA, six QWL Components were extracted namely, Compensation, Work environment and freedom, Social integration, Training & development programs, Growth, security, and work-life balance. Further for validating these six QWL components, confirmatory factor analysis was performed.

4.2 STATUS OF QWL

The QWL level among employees was determined based on summative scores of responses collected. The QWL score for the individual respondent was calculated by taking the mean of all responses for nine QWL factors consisting of 27 items. Further, the grand mean was considered by taking the mean of all the responses and this grand mean was considered to be the cut-off value for determining the level of QWL status.

According to Nanjundeswaraswamy et al. (2013, 2015); Jerome (2013), grand mean was considered as a cut-off score for the Likert scale. This study uses the grand mean as a cutoff score it was found to be 3.66. The employees with a score greater than the grand mean were categorized has satisfied. Table 8 shows the level of QWL of employees in the corporate sector.

Table 8: Status of Quality of Work Life.

QWL Status	No. of respondents	% of respondents
Satisfied	152	54.8
Unsatisfied	125	45.2
Total	277	100

Among 277 employees surveyed from various IT companies, 152 (54.8 %) employees were satisfied and 125 (45.2 %) employees were not satisfied. Thus, it can be concluded that nearly half of the respondents are not satisfied with the present status of Quality of Work Life.

4.3 RELATIONSHIP BETWEEN QUALITY OF WORK LIFE OF EMPLOYEES AND DEMOGRAPHICAL FACTORS OF EMPLOYEES

The relationship between demographical factors and the status of QWL was analyzed using the chi-square test. Seven demographic attributes namely, Gender of employees, Nature of work, Education, Experience of employees, Age, Number of employees, and Salary are considered for the analysis. The null hypothesis was defined to check the association among QWL and Demographic characteristics of employees and is represented in Table 9.

Null Hypotheses H_0: Demographic factors do not have any impact on QWL.

The chi-square analysis shows that $\chi^2_{calculated} < \chi^2_{Table}$ for all the demographical factors and hence, it is inferred that all the considered demographic factors are not associated with the QWL of respondents working in the Corporate sectors (thus the null hypothesis is accepted).

Table 9: Chi-square analysis (NS = not significant).

Demographical factors		Status of QWL		$\chi 2$ calculated Value	$\chi 2$ Table Value	Significance
		Satisfied	Not satisfied			
Gender	Male	78	78	3.426	3.84	NS
	Female	74	47			
Nature of Work	Technical	115	89	2.694	3.84	NS
	Non-technical	33	40			
Education	Graduation	103	97	1.077	3.84	NS
	Post-graduation	45	32			
Experience (years)	0 – 4	102	75	6.415	7.81	NS
	4 – 8	29	38			
	8 – 12	11	14			
	>12	6	2			
Age (years)	20 – 30	125	114	0.985	5.99	NS
	30 – 40	22	14			
	>40	1	1			
Number of employees	<100	4	8	2.036	3.84	NS
	>100	144	121			
Salary (INR/month)	<10,000	1	3	1.616	5.99	NS
	10,000-20,000	17	12			
	>20,000	130	114			

5. THE REGRESSION EQUATION FOR QWL

The regression equation for QWL and its components, see Tables 10 and 11.

Table 10: Statistics of the ANOVA test

Model		Sum of Squares	Degrees of freedom	Mean Square	F value	Significance
1	Regression	164.039	6	27.340	58.253	<0.001
	Residual	126.719	270	.469		
	Total	290.758	276			

a. Dependent Variable: QWL
b. Predictors: (Constant), D6, D5, D4, D3, D2, D1

The regression equation is

$$QWL = 0.225 + 0.273\ D1 + 0.427\ D2 + 0.407\ D3 - 0.234\ D4 + 0.147\ D5 - 0.100\ D6 \qquad (1)$$

Table 11: Model Statistics

Model	Value R	Value of R^2	Adjusted R^2	Standard Error
1	.751[a]	.564	.554	.685

a. Predictors: (Constant), D6, D5, D4, D3, D2, D1

From the regression equation (1), it is clear that the component 'work environment and freedom' contribute maximum (D2 coefficient 0.427) for achieving good QWL and the component 'social integration' contribute minimum (0.234). Work-life balance (D6) gives a small negative. The value of R^2 that is 0.564 and p-value which is less than 0.001 indicates that QWL accounts for 56.7% deviation in the dependent variable.

6. CONCLUSION

In the survey conducted among the 277 employees of the corporate sector in Bangalore, it is seen

that only 54.8% of the employees are satisfied with the present status of QWL. From the demographical analysis conducted, it is observed that there is no relation between demographical factors and QWL. The CFA explored six components of the QWL measurement model with twenty-seven items and the validated factors are Compensation, Social integration, Training and development programs, Growth and security, Work environment and freedom, and Work-life balance. The six-factor measurement model revealed a good model fit with all model fit indices above the acceptable range. Through the regression analysis, it is recognized that the component 'work environment and freedom' contribute maximum (0.427) and the component 'social integration' contributes least to achieve the present level of QWL.

7. AVAILABILITY OF DATA AND MATERIAL

Data can be made available by contacting the corresponding authors

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