

ASSESSMENT OF QUALITY OF WORK LIFE IN SERVICE SECTOR (STUDY OF INDORE REGION)

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ABSTRACT

In Today's era every organization work on the quality of work life. Quality of Work Life (QWL) is sociotechnic approach to management which focuses on employees' satisfaction and in turn increment productivity of the organisation. QWL is also applicable in service sector. QWL is a policy to increase the strategies and focus is on the potential of these policies to influence employees. Quality of work life is useful for workers to use their potential to maximum extend. Quality of work life helps the employees to maintain work life balance with equal attention on their performance and commitment to work. Quality of work life helps to employees for their job satisfaction and work place environment. The aim of this paper is to determine the existence of Quality of work life (QWL) in service sector as per the view of employees. This study is focussed on service sector of INDORE DISTRICT IN MADHYA PRADESH. In this study questionnaire based survey has been conducted with a sample size of 80. The respondents were the employees of different service organisations of selected region. Statistical analysis has been done to find out reliability and consistency of collected data. The outcome of the study reveals that in service sector lower position employee are not involve in any decision making process. The employees are not satisfied with their job because of ignorance of the management in formulating the employee oriented policies, which can motivate the employees to enhance their productivity. The focus of this paper concerns a study of quality of work life for the employees of service sector. As the QWL is very essential for organization to continue to attract and retain employees. The questionnaire was designed based on the attributes and variables of QWL reviews and questionnaire from previous studies.

Key words: Job satisfaction, Small scale industries, Quality of work life, Work environment.

I. INTRODUCTION

Quality of Work Life (QWL) has been a cause for concern in recent years. This has captured the attention of employees and employers, more so due to workplaces competing for suitably qualified and competent employees. Employers have utilized QWL factors as a tool for attracting and retaining talented employees. Organisations need to seek ways of improving their employees QWL through healthy and safe working conditions; better conditions of service; and adequate and fair compensation amongst other factors. Quality of work life is a concept of behavioural scientist, and the term was first introduced by Davis in 1972 (Mathur, 1989; Hian and Einstein, 1990). According Robins (1990) QWL is "a process by which an organization

responds to employee needs by developing mechanisms to allow them to share fully in making the decisions that design their lives at work". The key elements of QWL in the literature include job security, job satisfaction, better reward system, employee benefits, employee involvement and organizational Performance (Havlovic, 1991; Scobel, 1975). For the purpose of this study, QWL is defined as the favorable condition and environment of employees benefit, employees' welfare and management attitudes towards operational workers as well as employees in general.

II. AIM AND OBJECTIVES

The objectives of the study are:

1. To find out the level of satisfaction of employees with their organisations.
2. Qualitative analysis of quality of work life in service organisations.
3. To find the factors responsible for dissatisfaction among the employees.
4. To suggest the management improve the quality of work life within the organization.

III. LITERATURE REVIEW

3.1. Quality of work life: Quality of work life offers a mutually beneficial relationship between works, home the individual and the organisation. There are individual needs such as remuneration, security and wellness that the organisation needs to satisfy to keep the individual happy and motivated. Quality of work life steadily growing importance over a period in which the nations have increasing come to question about role and status of human being in modern technological environment .in recants years with the nature of work ,its impact upon people and their attitude toward it ,has sharpened. (Dr. E. Muthukumar ,Dr G alexrajesh, Mrs.s. vidhya ,2014) The definition of work life was taken from the following definition; "work life is a set of phenomena and attributes emerging in the interaction of a person and an environment on the work place in a formal organization (Sojka ,2014)

3.2 Job satisfaction: Job satisfaction can be understood by explaining people want to come to work. Locke (1976) defined job satisfaction as "a positive emotional state resulting from the appraisal of one's job or job experiences". Though various researchers identified it in different ways and conclude that it's a combination of physiological, psychological and environmental circumstances, the result of this combination is a person's job satisfaction. Job satisfaction has significant affect on organizational performance in terms of wages, salary, incentives, boss-subordinate relationships, company policy, promotion, job itself, co-worker relationship (hygiene factors) (Nash, 1985). Job satisfaction in recent year has become associated with quality of work life movement. It is well known that employee intrinsic motivation has an impact on industries performance and Herzberg et al. (1959) had shown that motivated employees tend to performs better. Company need to find out the factors that influence employees' satisfaction and to ensure their quality of work life (Gilgeous, 1998). In this study we are measuring quality of work life by Herzberg hygiene factors. In other words environment condition, especially poor air quality, noise and lack of privacy may affect worker satisfaction and mental health.



3.3 Wage policy: Wage policy affects organizational performance. Wage policy is the core components to measure employees’ satisfaction and quality of work life. SSI enterprises employer sets the wages, and the wages are varied enterprises to enterprises and job to job the paid employment with the psychosocial work environment has definitely beneficial consequences for mental health. For working poor employees job insecurity was the single significant correlate of depressive symptoms after controlling for other demographic and work environment variable. For working non poor employees, high psychological demands and low supervisor and co-worker support were associated with depressive symptoms. All job do not equally affect employees depressive symptoms’. (Bayan fatehi ,Ismail Amini, Ali Karimi, BisotoonAzizi, 2015). Both gender trust that there is a negative spill over from work on to family life due to which they do not have enough time to spend with their families and moreover work pressure affected quality of work life so this reduced by flexible time in work and child care facilities at work place and option to work part time would go a long way towards improving productivity and enhancing quality of work life and family life (Doble&M.v, 2010). Muftah (2011) studied that Quality of work life is one of the key areas of human resources management that is attracting attention and research focus.

IV. METHODOLOGY ADOPTED

4.1 Defining the sampling unit

The sampling unit considered in this study is the employees of different service organisations operating in Indore region.

4.2 Sample size determination and method of sampling:

Simple random sampling process has been used in this study to collect the data because under it biasness is generally eliminated by giving all individual and equally chance to be choosing; the sampling error can be estimated.

Sample Size is 80 Service sector employees are selected as sample.

4.3 Development of questionnaire: First part contains some demographic information. In this section,

Questionnaires are designed to get information on the demographics of the Respondents or respondent profile such as age, gender, level of education, position, and years of experience, race, marital status, salary and number of changed job. The questionnaires used the Multiple-Choice question where the respondents have to choose the most suitable answer that is related to them and used nominal scale. In second part there are seventeen question related to job satisfaction, wage policy, company policy etc. The questionnaire is shown in table 1.

Table 1.Development of questionnaire

	Circle your answer				
1 My job is safe and secure in this organization	1	2	3	4	5
2 To me ,not many workers quit or leave their jobs in this organization	1	2	3	4	5
3 Workers are not afraid of losing their job	1	2	3	4	5



4 I am getting wages according to my skill ,knowledge, ability and experiences	1	2	3	4	5
5 My duty and responsibility is clear.	1	2	3	4	5
6 Workers are aware of company policy performance	1	2	3	4	5
7. I am satisfied my company health and safety policy.	1	2	3	4	5
8 Workers are getting overtime benefits	1	2	3	4	5
9 Workers are getting yearly profits benefits	1	2	3	4	5
10 lunch time is free for workers.	1	2	3	4	5
11 Working are getting transport facilities by My organization.	1	2	3	4	5
12. Female employee is getting their maternal leave with salary.	1	2	3	4	5
13 My performance is evaluated and rewarded.	1	2	3	4	5
14. We receive bonus.	1	2	3	4	5
15 Workers have the right to put their voice to top management	1	2	3	4	5
16 I am satisfied with work related technology	1	2	3	4	5
17 Male workers are getting their paternal leave with salary	1	2	3	4	5

Method of data collection Primary and secondary data

- In this study, the primary data was collected through questionnaire which consists of both open ended and close ended questions. The secondary data was collected through Journal and websites.
- Interview method is used to take the responses from employees.
- for managerial :this survey is the partial result of the full scale survey of the managerial level The survey to collect data on organizational change and productivity improvement as an empirical study on processing zone.

V. SCALING TECHNIQUES

The variables regarding organization performance were measured by a 5 –point Likert scale.

By responding to the questions of this survey, the employees can contribute the opinions and impressions’ regarding their organizations’ with reference to QWL.

The data was analyzed using Statistical Packages for Social Scientists (SPSS) version 16 and the Cronbach’s coefficient alpha was utilized to test the reliability of the questionnaire. The data analyzed carried out by calculating Mean, Standard deviation and linear correlation. Data was analyzed by using Statistical Packages for Social Scientists (SPSS) version 16 and the Cronbach’s coefficient alpha was utilised to test the reliability of the questionnaire. The questionnaire was validated by using triangulation to improve the evaluation of the research findings (Golafshani 2003: 603). The independence of the variables was determined by Chi-square tests (χ^2) to observe the degree of the frequency of data.

VI. METHODOLOGY ADAPTED TO ANALYSE THE VARIOUS FACTORS

Chi-Square (χ^2) analysis-

Chi-Square (χ^2) analysis is generally employed when the data can be separated into various categories. Chi-Square analysis was used to make inferences between categories such as Industries and Industries support to determine which staff prefers a certain variable. The Chi-square test was used to determine if any of the responses was significantly selected more frequently than other responses and to test the association between the type of employee category and their response to each question This statistic can be shown to have what mathematicians refer to as a multi- nomial distribution.

Reliability

Gottschalk (1995) (as cited by Jandagh and Matin 2010: 66) outlines three factors that can affect the reliability of data analysis:

- Stability refers to the consistency of coding the same data in the same way over a period of time.
- Reproducibility refers to the tendency for a group of coders classifies categories membership in the same way.
- Accuracy or the extent to which classified text corresponds statistically to a norm or standard.

Reliability reflects the consistence of set of items variables scale by measuring the concept in a particular. It illustrates the individuals differences concerning the amount of agreement or disagreement of the concept studied. In this study, reliability measurement is important to verify the variables consistencies through employee job satisfaction, quality of work life and industrial performance.

VII. DEMOGRAPHICS RESULT

Demographic result shows the frequencies and percentage distribution among various categories like age, Gender, Marital status, Educational qualification, Experience and income in different divisions. As per collected data in service sector there are 72.5% of Male employee and 27.5% of Female employees have been contacted. Employees of 18 to 30 years age 75%. 22.5% of employees are 30 to 40 years age. Between 40 to 50 years age only 2.5% of employee are found in service sector. In service sector there are found that married employee are 50% and unmarried employee are also found 50% Of employee. In service sector there found that 12th pass employee are 25% and graduation 70% of employee are found. Post graduation only 5% of employees are found. In above Figure fond that there are between 0 to 5 years experience 75% employee and 5 to 10 years experience 20% of employee are found and 10 to 15 years experience only 5% of employee are found in service sector. In service sector there are found that Income below 1 lacs per year 15% employee. Between 1to 3 lacs per year income 52% of employee are found .3 to 5 lacs per year income 25% of employee are found and above 5 lacs per year earn income only 7% of employee are found in service sector.

VIII. RELIABILITY ANALYSIS: SERVICE SECTOR

Table 3: Reliability Statistics (service sector)

Cronbach's Alpha	N of Items
.702	17

Table 4: Factor

Factor	Items	Cronbach's Alpha
Organization performance	4	.541
QWL	5	.417
Job satisfaction	3	.407
Wage policy	3	.028
Company policy	2	.292
Overall 17 Items	17	0.702

The overall reliability score (0.702) is greater than the suggested value (of 0.70). This indicates a high degree of acceptable, consistent scoring for the different categories of the ordinal variables for this research. All of the categories have are not acceptable. This was mainly due to the structure of the questions that comprised these sections in terms of their direction or alignment.

Table 5: Overall Mean scores (service sector)

	Mean	Std. Deviation
Industries performance	3.253	2.73048
Quality of work life	3.495	3.06873
Job satisfaction	3.0875	2.29332
Wage policy	2.875	1.80978
Company policy	3.125	1.5467

The overall mean scores of approximately 3 implies that there were as many respondents who agreed with statements as those who did not. The standard deviations are low indicating clustering around the mean value.

Table 6: Correlation result (service sector)

		Experience	Edu_Qualificat ion	Income
Income	Pearson Correlation	.675**	.459**	1
	Sig. (1-tailed)	.000	.000	
	N	80	80	80
**. Correlation is significant at the 0.01 level (1-tailed).				

Correlation in service sector income and experience are significant at the 0.01 level and this is 67.5% is highly correlated with income and experience.

Income and education qualification are also considerable at 45.9% at significant at 0.01 level.

IX. REGRESSION ANALYSIS: SERVICE SECTOR

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.
1	.509 ^a	.259	.055	.78093	.000

a. Predictors: (Constant), Organization performance, QWL, job satisfaction, wage policy, company policy to measure with the variable of Organization performance, QWL, Job satisfaction, Wage policy, and company policy. The correlation of coefficient is (.509). The R –square adjusted is .055. Thus the model composing of job satisfaction, company policy, wage policy and quality of work life can explain about 5.5% of the total variation in organization performance and also the result is statistically significant at the level 0.5.

CHI SQUARE TEST

Chi square test for organization performance

Table 9: Test Statistics (Service sector)

	Ques2	Ques9	Ques10	Ques14
Chi-Square	60.875 ^a	32.125 ^a	29.625 ^a	27.625 ^a
Df	4	4	4	4
Asymp. Sig.	.000	.000	.000	.000

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 16.0.

Similarly Chi square test for quality of work life, job satisfaction, wage policy and company policy has been calculated which are based on the responses of the questions mentioned in the questionnaire.

X. RESULTS AND DISCUSSIONS

Above table.3 shows that the overall reliability cronbach’s alpha is (0.702) which means has a positive significant and this greater than std. Value (0.70), this indicates that all factor are acceptable in service sector. In Table.5 show Overall mean score of approximately 3 imply that there is many respondents who agree with statement as those who did not .the std .deviation as low indicating that clustering around the mean value.

Organization performance factor: I organization performance in question (9) show that there is no significant relationship with Income in organization performance. In question(2,10,14) show that there is positive relationship with income at significant level 5%.and it is explain that 20% ,0.8%and 1.9% of total variance.

Quality of work life : In quality of work life in question (13) show that there no significant relationship with income and question (8,11,12,13,17) show that there is positive relationship with income at significant level 5% and this explain 4.3%,7%.0.8%and 20.3% of total variance.



Job satisfaction: In job satisfaction question (3) is show that there is no significant relationship with income and question(1,16) are show that there positive relationship with income at significant level 5% and this explain 3.9% and 42% of total variance.

Wage policy: In wage policy question (4,15) show that there is no significant relationship with income. and question (5) show that there is a significant relationship with income at significant level 5%. And these explain 14.5% of total variance.

Company policy: In company policy question (6) show that there is significant relationship with income at level of significant is 5% and this explaining 4.3% of total variance and question 7 show that there is not significant relationship with income.

The employees of service sector are not satisfied with the working conditions. They feels the insecurity with respect to both job as well health. The management of service organizations of the region in consideration does not give much importance to increase the employees' income which leads to the poor performance of their employees. Income has a positive relationship with QWL. Income has also a positive relationship with productivity of employees. Wage policies are not well defined which leads to low motivation for employees. Companies policies are not employee oriented i.e. the companies policies related to employees are vague of poorly defined. Positive and stress free and secured job opportunities has been provided by the management of their organization.

XI. SUGGESTIONS:

To improve the Quality of Work Life of the employees in service sector, Work Assessment Committees may be constituted in the industries, headed by a qualified professional. The Committee shall meet frequently and assess the performance and appreciate the sincere efforts made by the professionals. Quality of Work Life and Occupation Stress of employees are found significantly and Positive correlated. So reducing the levels of stress is one of the best ways to enhance QWL. Hence it is suggested that, on the basis of the outcome of the study, effective stress management programmed may be adopted in organization to maintain the stress at reasonable and acceptable levels.

XII. CONCLUSION

This study reveals that the employees of service sectors of the Indore region are not satisfied with their jobs. They want more challenging job offers. The management of such organisation will have take professional decisions, in which they have to formulate the policies which should be employee oriented. The policies must incorporate the wages scheme, incentives, job securities factors and improvement in the overall work environment of the organisation. This will in turn demanded higher productivity from the employees.

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