Research Paper Management

A Study on Information Technology Professionals' Perception Towards Quality of Work Life, Performance and Satisfaction- A Parameters at Work Place

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ABSTRACT

The success of every organization is highly dependent on the utilization of organizational goals. To achieve organizational goals, individual goals have to be satisfied, in that the Quality of work- life directly contributes to the utilization, development and achievement of organization and human resource goals. A high quality of work- life is essential for an organization to continue, to attract and retain employees (Sandrick, 2003). The basic premise of our Quality of Work Life (QWL) construct and measure is that employees bring a cluster of their wants to their employing organization and expect to enjoy a sense of Quality of Work Life (QWL) to the extent that these wants are satisfied by means of work in that organization. But due to various reasons the employees are forced to do the work and the organizations miss chances to concentrate on the quality of work-life of the employees. The aim of this study is to examine the relationship between the Quality of Work-Life with performance and satisfaction. Based on the interview with the employees in the organization the simple random sampling technique was adopted for 750 respondents. In this study the researcher applied the statistical tools like Confirmatory Factor, Independent sample t-test and Bi-variate. The result of this study clearly proves the employee's resolve not to stick on in their job in the same firm has it's because of heavy work load, Leader always criticizes the poor work, not having enough time to spend with the family and friends, Dissatisfied with the grievances handling by the management, no opportunity for promotion, no job guarantee. Hence require HR to concentrate on employee's quality of work life in the IT companies

KEYWORDS | Quality of Work-Life (QWL), Information Technology (IT), Job Satisfaction (JS), Performance

1. INTRODUCTION

Every organization has good employees as well as bad. One can find people complaining about working hours, monotony of work but one can also find a huge premium on creativity and hard working people. All organization does have callous managers bereft of sense of personnel welfare beside those who provide inspirational leadership and work Environment. This is the ground reality in IT companies. The Quality of work life differs based on the perception of every employee in the organization. There is no generally acceptable definition about this term. However, some attempts were made to flex the term to conform to the work environment as to its favorable aspect or otherwise of Quality of work-life Improvements are defined as activities which take place at every level of an organization and which seek greater organizational effectiveness through the enhancement of human dignity and growth.

It is specifically related to the level of happiness a person derives from his/her career. Each person has different wants and needs it develops different sensibilities when they take to their careers; the quality of their work- life is determined by the organizational involvement in gratifying their requirement of sorts. The requirements for high "quality of work-life" vary from person to person. Regardless of their standards, those with a high quality of work-life generally make enough to live comfortably, find their work interesting, and achieve a level of personal satisfaction or fulfillment from the jobs that they do. For those who have a low quality of work- life are generally unable, unwilling and unhappy with their work. Hence successful organizations support and provide facilities to their people to help them to balance the scales. In this process, organizations are coming up with new and innovative ideas to improve the quality of work life of every individual in the organizations. The work must not cause the employee any physical discomfort or mental anguish. The employees must feel as though he is doing something enjoyable or at least not unpleasant. Thus QWL approach motivates people by satisfying not only their economic needs but also their social and psychological ones. The optimum design of improving quality of work- life to meet unsteady circumstances, brought on in the workplace by changes in the organization, creating work-life balance will all eventually create more contented employees that contribute to high satisfaction, high performance, high efficiency to work in the work place and success for both individual and organization to achieve goal. In the present study the aim of the researcher is to find the relationship between the Quality of work life and performance, quality of work life and Job satisfaction and Performance and Job Satisfaction.

2. REVIEW OF LITERATURE

Anshul Jaiswal, (2014).Stated that Quality of work life (QWL) is an indicator of the overall quality of the human experience at the workplace. A commitment to QWL by the management of an organisation can be considered a cornerstone of organizational behaviour. QWL creates a workplace that enhances employee well-being and satisfaction. The general goal of QWL programme is to satisfy the full range of employee needs

Dr.Yogesh Jain & Renil Thomas, (2014),in his study noted that Quality of Work Life has been well recognized as a multi-dimensional construct and it may not be universal or external. The key concepts captured and discussed in the existing literature include job security, better reward systems, higher pay, opportunity for growth, participative groups, and increased organizational productivity, among others. QWL can also be defined as the favourable conditions and environments of a workplace that support and promote employee satisfaction by providing them with rewards, job security, and growth opportunities.

Jyoti J. Nigade and Sarang S. Bhola, (2014) conducted a study to examine "While throwing light on impact of lower degree of QWL on QOL it is found that, both work rewards and work concerns need to be assessed to understand the relationship between work conditions and physical health. Also, there may be gender differences in the aspects of work that are experienced as rewarding or that moderate the negative effects of work overload".

Nigade Jyoti Jayasingrao, (2014) made a study to analyze that life balance is said to have been achieved when an individual is fulfilled both psychologically and professionally, contributing to the home, office and society. According to men external pressures and team orientation are the factors that cause work life imbalance for women. While the women themselves have considered two factors namely responsibility with accountability and security that cause work life imbalance. The responsibility and accountability factor includes variables like policies on casual leave and other benefits, emotions lack of child care and parenthood, family pressures and interferences, western culture, workload, policies on maternity leave with flexi working timings, late marriages, business travels, sexual harassments, lack of counselling services, working hours, overtime and shift timings, technical competence andloss of health. While another factor i.e security consider variables like privacy and protection, gender bias, lack of supportiveworking environment, lack of career choices for women, grievance redressal and multitasking.

Aloys Nyagechi Kiriago,(2013)observed that the poor Quality of Work Life at the stations because most of the employees work under pressure from the stations' management and clients. The poor Quality of work life is also aggravated by lack of adequate tools that are required by attendants to perform their duties effectively. It was further concluded that the more advanced in age the attendants are, the more satisfied they were with safety and health conditions at their work stations. Also it was concluded that male respondents were not affected by the state of safety and health conditions at the stations, unlike female attendants who were not comfortable with health and safety conditions of the petrol station and therefore experiencing poor quality of work life.

Satinder Singh (2013) Reviewed the subject of the existing literature on Work-life balance with the identification and description of work-life balance with number of sections, first with Career growth and work-family conflict. Business performance can be affected by number of ways but one of these is Work- life balance policies as in the present scenario of competitive labour market, employers can attract better recruits by offering Work-life balance policies with having competitive remuneration packages. As conceptualized, work and family life are separate domains having no bearing on each other however, it is now recognized that domestic identities and responsibilities sometimes spill over into the workplace and that organizational identities and responsibilities often cross into home life.

Johann Peter Murmann (2012), Marrying History and Social Science in Strategy Research, This chapter is intended to encourage comparative-historical research in strategy by articulating a framework for the study of industry and firm evolution.Strategy research at its core tries to explain sustained performance differences among firms. This chapter argues that one, out of the many ways to create a productive marriage between strategy research and historical scholarship, is to carry out historically informed comparative studies of how firms and industries gain and lose their competitive position. While much of current strategy research adopts a large N hypothesis testing mode with the implicit assumption that one discovers generalization just like a Newtonian law such as F=m×a that applies across all space and time, an historically grounded methodology starts from the opposite direction. The chapter argues that the field of strategy would benefit from allocating more effort on building causal generalizations inductively from well-researched case studies, seeking to establish the boundary conditions of emerging generalizations. It articulates a comparative research program that outlines such an approach for the arena of industry and firm evolution studies. The researcher observed that it is assumed that a process or event may be idiosyncratic and therefore seeks to establish with detailed evidence to be accepted by the work force to gain quality in all the systems and operations.

The New Horizon of Organization(2011) observed that "Hiring the right people to help a company reach its goals and then overseeing their training and development, motivation, evaluation, and compensation is critical to a company's success. These activities are known as human resources management (HRM), which encompasses all the tasks involved in acquiring, maintaining, and developing an organization's human resources. Many companies are trying to make it easier for employees to juggle multiple responsibilities with on-site day-care facilities, flexible work schedules, and other options designed to improve quality of work life (QWL)".

Bimol Devi & Dr. Ch. Ibohal Meitei, (July, 2012).pointed out that everyone in the organization should go hand in hand to facilitate a feeling of cooperation, teamwork and joy among themselves. Still there is no particular answer to the questions about the most appropriate way to maintainan organizational QWL in order to provide for success and to answer these questions is the most difficult challenge facing by the leaders of an organization.

Zeenobiyah Hannif & Anne (2011).Reviews the subject of the QWL issues raised in the extant literature are therefore, wide and varied, including concerns such as training and development, work life balance, pay, working hours, and occupational health and safety. Call centres epitomize the shift towards technology-based work, and have emerged as critical elements of the business cycle of organizations in the new economy. accounts of workers of their own lives are the foremost source of information.

3. HYPOTHESES

1. There is no significant different between the Quality of work life and performance of the employees in the IT companies.
2. There is no significant different between the Quality of work life and satisfaction of the employees in the IT companies.
3. There is no significant different between the Self Evaluation of performance and Job satisfaction of the employees in the IT companies.

4. RESEARCH METHODOLOGY

The Information Technology sector in India has been divided in to four sectors, such as Information Technology services, Information Technology Enabled Services (ITES)/Business process outsourcing (BPO), Software and product Engineering and Hardware. Among the above sectors, Information Technology Services, software and prouct Engineering and Hardware have been selected for the study. Here by based on the rank list for the year 2012-2013 announced by National Association of Software and Services Companies (NASSCOM), five corporate companies namely Tata Consultancy Services Ltd., Infosys Technology Ltd., Wipro Technologies Ltd., HCL Technologies Ltd., and Technology Mahindra Ltd., are selected for the study. Employees working in each corporate are selected in simple random method. The present study the researcher collected data from the employees of the above said IT companies in and around of Chennai, Tamil Nadu, India with structured The total number of sample 1937 is distributed to the randomly in selected top five Information Technologies companies. The total Number of sample collected is 1081. Out of which the 750 questionnaires were completed, where as 331 questionnaires were incompleted. In this study the researcher applied the statistical tools like Confirmatory Factor, Independent sample t-test and Bi-variate. The tentative results of the questionnaire were tested using Cronbach alpha and the reliability coefficient were obtained and more than 0.8 of which was considered to be reliable for the variables. Both Primary and secondary data were used for the present study.

Table: 1 Sample Distribution in selected Information Technology Companies.

S. No	Name of the IT Company	Total no of IT Professionals	Percentage of questionnaire	Total no of Sample Distributed	Total Number Of Sample Collected	Total Number Of Sample Incomplete	Total Number Of Sample Complete
1.	Tata Consultancy Services (TCS)	2019	22%	464	299	97	202
2.	Infosys Technology Ltd.	2026	21%	425	259	86	173
3.	Wipro Technologies (Wipro Ltd)	1984	21%	417	216	68	148
4.	HCL Technologies Ltd	1772	18%	319	170	47	123
5.	Technology Mahindra Ltd	1735	18%	312	137	33	104
	TOTAL	9626	100 %	1937	1081	331	750

Sources : HR department of the respective IT Companies 2013-2014

5. SCOPE OF THE RESEARCH

On one hand we find rapid growth and development in Information Technology (IT) Companies, on the other hand, its internal environment or conditions that people work in extremely demoralizing. The conditions of work life of many employees cause discontent and alienation from one situation to the next. Many investigations pointed out that retaining the employees are another major problem in the Information Technology (IT) companies. Thus understanding quality of work life (QWL) and causes for satisfaction and performance is becoming important across all functions of Human Resources (HR). It therefore becomes necessary to study the level of performance and satisfaction of employees on present level of quality of work life (QWL), to examine the factors influencing QWL, and suggest improving work life of employees in IT companies.

6. STATEMENT OF THE PROBLEM

In the past few years, The magazines reported that quitting a job in the technology profession has become an annual event, as the average job tenure in IT shrank to about 13 months, down from about 18 months. There has been a substantial increase in work which is felt to be due, in part, by information technology and by an intense, competitive work environment. Many researchers say there are many causes for the changes in internal work situation ranging from personal ambition and the pressure of family obligations to the accelerating pace of technology. Maintaining a balance between working life and life outside of work is a growing challenge for individuals, and especially for those with families. Many researchers found that million people consider their jobs and their work hours excessive because of globalization. These difficult and exhausting conditions are having adverse effects. Therefore most of the top corporate executives are leaving their current positions with hectic schedule and overtime burdened one really stressed and exhausted at work.

7. TESTING OF HYPOTHESES

This chapter provides data analysis and interpretation. It provides to test the significant different between Quality of work life, performance and job Satisfaction of the IT professionals.

7.1 Self Evaluation of Performance and Quality Of Work Life In IT Companies

To test the significant relationship between self evaluation of performance and dimensions of quality of work life among employees working in IT Companies, Bi-variate correlation was applied to ascertain the significant relationship between self evaluation of performance and dimensions of quality of work life. The following null hypotheses were framed:

$H_0$1(a): There is no significant relationship between self evaluation of performance and Work Related Pressures
$H_0$1(b): There is no significant relationship between self evaluation of performance and Leadership Behaviour
$H_0$1(c): There is no significant relationship between self evaluation of performance and Work life Balance
$H_0$1(d): There is no significant relationship between self evaluation of performance and Management policy
$H_0$1(e): There is no significant relationship between self evaluation of performance and Opportunity to Develop Human Capacities and Growth
$H_0$1(f): There is no significant relationship between self evaluation of performance and Job Security
$H_0$1(g): There is no significant relationship between self evaluation of performance and Adequate and fair compensation
$H_0$1(h): There is no significant relationship between self evaluation of performance and Inter Personal Relations
$H_0$1(i): There is no significant relationship between self evaluation of performance and Work Culture

Table : 7.1 Relationship between self evaluation of performance and factors of quality of work life

QWL Dimensions	Self evaluation of performance
Work related pressures	r = -.588**
	p <.001
Leadership Behaviour	r = -.642**
	p <.001
Work life imbalance	r = -.516**
	p <.001
Management policy	r = .622**
	p <.001
Opportunity to develop human capacities and growth	r = .616**
	p <.001
Job Security	r = .577**
	p <.001
Adequate and fair compensation	r = .597**
	p <.001
Inter Personal Relations	r = .655**
	p <.001
Work Culture	r = .691**
	p <.001

**** Significant at 1% level**
Sources :Primary Data

There is negative significant correlation exist between Work related pressures and Self evaluation of performance (r = -.588). Hence the null hypothesis "There is no significant relationship between Self evaluation of performance and Work related pressures" is accepted. This shows that stress decreases in Work related pressures will boost Employee's performance by 58.8%.

Significant negative relationship is observed between Leadership Behaviour and Self evaluation of performance (r = -.642). Hence the null hypothesis "There is no significant relationship between Self evaluation of performance and Leadership Behaviour" is accepted. This shows that stress decrease in Leadership Behaviour will boost Employee's performance by 64.2%.

There is negative significant correlation exist between Work life imbalance and Self evaluation of performance (r = -.516). Hence the null hypothesis "There is no significant relationship between Self evaluation of performance and Work life imbalance" is accepted. This shows that stress decrease in Work life Balance will boost Employee's performance by 51.6%.

Significant positive relationship is observed between Management policy and Self evaluation of performance (r =.622). Hence the null hypothesis "There is no significant relationship between Self evaluation of performance and Management policy" is rejected. This shows that Improvement in Management policy will boost Employee's performance by 62.2%.

There is positive significant correlation exist between Opportunity to develop human capacities and growth and Self evaluation of performance (r =.616). Hence the null hypothesis "There is no significant relationship between Self evaluation of performance and Opportunity to develop human capacities and growth" is rejected. This shows that improvement in Opportunity to develop human capacities will boost Employee's performance by 61.6%.

Significant positive relationship is observed between Job Security and Self evaluation of performance (r =.577). Hence the null hypothesis "There is no significant relationship between Self evaluation of performance and Job Security" is rejected. This shows that improvement in Job Security will boost Employee's performance by 57.7%.

There is positive significant correlation exist between Adequate and fair compensation and Self evaluation of performance (r = .597). Hence the null hypothesis "There is no significant relationship between Self evaluation of performance and Adequate and fair compensation" is rejected. This shows that improvement in Adequate and fair compensation will boost Employee's performance by 59.7%.

Significant positive relationship is observed between Inter Personal Relations and Self evaluation of performance (r = .655). Hence the null hypothesis "There is no significant relationship between Self evaluation of performance and Inter Personal Relations" is rejected. This shows that improvement in Inter Personal Relations will boost Employee's performance by 65.5%.

There is negative significant correlation exist between Work Culture and Self evaluation of performance (r = .691). Hence the null hypothesis "There is no significant relationship between Self evaluation of performance and Work Culture" is rejected. This shows that improvement in Work Culture will boost Employee's performance by 69.1%.

7.2 Job Satisfaction and Quality of Work Life In IT Companies

To test the significant relationship between Job satisfaction and dimensions of quality of work life among employees working in IT Companies, Bi-variate correlation was applied to ascertain the significant relationship between Job satisfaction and dimensions of quality of work life. The following null hypotheses were framed:

$H_0$2(a): There is no significant relationship between Job satisfaction and Work related pressures
H_0 2(b): There is no significant relationship between Job satisfaction and Leadership Behaviour
H_0 2(c): There is no significant relationship between Job satisfaction and Work life imbalance
H_0 2(d): There is no significant relationship between Job satisfaction and Management policy
H_0 2(e): There is no significant relationship between Job satisfaction and Opportunity to develop human capacities and growth
H_0 2(f): There is no significant relationship between Job satisfaction and Job Security
H_0 2(g): There is no significant relationship between Job satisfaction and Adequate and fair compensation
H_0 2(h): There is no significant relationship between Job satisfaction and Inter Personal Relations
H_0 2(i): There is no significant relationship between Job satisfaction and Work Culture

Table 7.2 Relationship between Job Satisfaction and Factors of Quality of Work Life

QWL dimensions	Job Satisfaction
Work related pressures	r = -.452**
	p <.001
Leadership Behaviour	r = -.591**
	p <.001
Work life imbalance	r = -.528**
	p <.001
Management policy	r = .674**
	p <.001
Opportunity to develop human capacities and growth	r = .721**
	p <.001
Job Security	r = .649**
	p <.001
Adequate and fair compensation	r = .697**
	p <.001
Inter Personal Relations	r = .705**
	p <.001
Work Culture	r = .672**
	p <.001

**** significant at 1% level**
Sources: Primary Data

There is negative significant correlation exist between Work related pressures and Job Satisfaction (r = -.452). Hence the null hypothesis "There is no significant relationship between Job satisfaction and Work related pressures" is accepted. This shows that Stress Decreases in Work related pressures will boost Employee's job satisfaction by 45.2%.

Significant negative relationship is observed between Leadership Behaviour and Job Satisfaction (r = -.591). Hence the null hypothesis "There is no significant relationship between Job satisfaction and Leadership Behaviour" is accepted. This shows that Stress Decreases in Leadership Behaviour will boost Employee's job satisfaction by 59.1%.

There is negative significant correlation exist between Work life imbalance and Job Satisfaction (r = -.528). Hence the null hypothesis "There is no significant relationship between Job satisfaction and Work life imbalance" is accepted. This shows that Stress Decreases in Work life Balance will boost Employee's job satisfaction by 52.8%.

Significant positive relationship is observed between Management policy and Job Satisfaction (r =.674). Hence the null hypothesis "There is no significant relationship between Job satisfaction and Management policy" is rejected. This shows that improvement in Management policy will boost Employee's job satisfaction by 67.4%.

There is positive significant correlation exist between Opportunity to develop human capacities and growth and Job Satisfaction (r =.721). Hence the null hypothesis "There is no significant relationship between Job satisfaction and Opportunity to develop human capacities and growth" is rejected. This shows that improvement in Opportunity to develop human capacities and growth will boost Employee's job satisfaction by 72.1%.

Significant positive relationship is observed between Job Security and Job Satisfaction (r =.649). Hence the null hypothesis "There is no significant relationship between Job satisfaction and Job Security" is rejected. This shows that improvement in Job Security will boost Employee's job satisfaction by 64.9%.

There is positive significant correlation exist between Adequate

and fair compensation and Job Satisfaction (r = .697). Hence the null hypothesis "There is no significant relationship between Job satisfaction and Adequate and fair compensation" is rejected. This shows that improvement in Adequate and fair compensation will boost Employee's job satisfaction by 69.7%.

Significant positive relationship is observed between Inter Personal Relations and Job Satisfaction (r = .705). Hence the null hypothesis "There is no significant relationship between Job satisfaction and Inter Personal Relations" is rejected. This shows that improvement in Inter Personal Relations will boost Employee's job satisfaction by 70.5%.

There is negative significant correlation exist between Work Culture and Job Satisfaction (r = .672). Hence the null hypothesis "There is no significant relationship between Job satisfaction and Work Culture" is rejected. This shows that improvement in Work Culture will boost Employee's job satisfaction by 67.2%.

7.3 Self Evaluation of Performance and Job Satisfaction

To test the significant relationship between self evaluation of performance and Job satisfaction among employees working in IT companies, Bi-variate correlation was applied to ascertain the significant relationship between self evaluation of performance and Job satisfaction. The following null hypotheses were framed:

$H_0$3: There is no significant relationship between self evaluation of performance and Job satisfaction

Table 4.29 Relationship between self evaluation of performance and Job satisfaction

	Self evaluation of performance
Job Satisfaction	r =.711**
	p <.001

**** Significant at 1% level**
Sources : Primary Data

There is positive significant correlation exist between Job Satisfaction and Self evaluation of performance (r = .711). Hence the null hypothesis "There is no significant relationship between Self evaluation of performance and Job satisfaction" is rejected. This shows that improvement in Self evaluation of performance will boosts job satisfaction by 71.1%.

7.4 THE RESULTS OF THE OTHER TEST

As per the Confirmatory factor analysis the GFI for Dimensions of quality of work life is 0.921 and the AGFI value is 0.909, indicating a reasonably good fit, the RMSEA value is 0.078 which is within the range, indicating a better model fit, the ECVI value is 0.084, which is positive and within the limit, the Chi-square ratio value of this model is 3.236 indicating reasonably good fit. (Refer Appendix I Figure 1)

The GFI value for Self evaluation of performance is 0.918 and AGFI value is 0.907, indicating good fit, RMSEA value is 0.081a smaller value indicating a better model and ECVI is 0.094, which are within the acceptable range indicating a better model fit, the Chi-square ratio value is 2.555 indicating reasonably good fit. (Refer Appendix I Figure 2)

The GFI value for Job satisfaction is 0.923 and AGFI value is 0.914, indicating good fit, RMSEA value is 0.072, a smaller value indicating a better model and ECVI is 0.083, which is positive and closer to zero indicating a better model, the Chi-square ratio value is 2.712 indicating reasonably good fit. (Refer Appendix I Figure 3)

8. LIMITATIONS

1. As per the NASSCOM report for the financial year of 2012 to 2013 the top five IT companies in and around of Chennai are selected for the study.
2. The survey was conducted only in the three sectors such as IT services, software products and engineering and hardware sector of the IT industry. The IT enable services – business process outsourcing (BPO) were excluded from the purview of the study.

9. SUGGESTION AND RECOMMENDATION

Job sharing can keep two valuable employees busy while reducing work-related stress. In a job-sharing arrangement, two workers work part-time and share the workload of one job. Leaders can talk about the importance of policies and processes, incentives, communication, and openness all day, but if they turn around and act unethically, it can be like throwing a large stone into the pond of ethics tranquility. The management policy will be reviewed regularly and will be updated to take into account changing business circumstances and ensure that it provides opportunities for continuous improvement. The IT companies need to concentrate on the job security for the employees to reduce the attrition rate and absenteeism rate. One needs to be a little more adjusting and compromising at the workplace. Don't expect everything to be done just the way you like it. You will have all types of people around. Do not always look at the negative side of things. Accept people as they are. It is essential to look at the positive side of an individual. Being flexible at work always helps.

10. SUMMARY AND CONCLUSION

Information Technology companies is a great field offering great scope for jobs and opportunity for people to work. Employees have to be equipped to utilize the information Technology possibility through education, business management and technical skill. However achieving work-life balance , Leadership behavior, work culture, Adequate and Fair compensation, Opportunity to develop and work related pressure requires collaborative efforts of employees, families, Government and communities and cannot be solve in isolation. Organizations should be sensitized to these issues and friendly work places have to be designed and enforced and to be provided for those who wish to operate from in time of need. There is scope for the future research to throw light on the various problems involving the issues in this area. Individual well being, physical and emotional drain and exhaustion, relationship between Quality of work life , performance and Job satisfaction have still to be researched into from employees and organizations perspective

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