



Impact of Quality of Work Life (QWL) on employee retention in Indian information technology sector

R.Sivarethinamohan and P.Aranganathan

Disha Technical Campus Disha Education Society Raipur India.

ARTICLE INFO

Article history:

Received: 25 May 2012;

Received in revised form:

15 October 2015;

Accepted: 21 October 2015;

Keywords

Knowledge Process Outsourcing,
Employees' perception,
Work environment,
Knowledge economy,
Convenience sampling,
Structured questionnaire etc.

ABSTRACT

Quality of work focuses on the quality of relationship between employees and the total working environment. The fundamental rationale is to develop work environment that are splendid for people as well for the economic health of the organization. Quality at work trims down attrition intentions of the prospective employees and then helps out in reducing absenteeism and improving job satisfaction. Hence organizations today do customary in providing quality at work in order to keep hold of the talented workforce thereby enhancing their competitiveness. However in the current scenario the Indian IT sector is experiencing considerably high-level of staff attrition contrast to other sectors. Therefore this research was conducted among the software professionals to know their perception towards the quality of work life provided to them in their society.

© 2015 Elixir All rights reserved.

Introduction

The success of any organization depends on how it attracts recruits, motivates, and retains its workforce. In this current scenario, Organizations need to be more flexible to build up the talented workforce and gain their commitment in order to be highly competitive. So that Quality at work not only considerably reduces employee attrition rate and absenteeism but also helps in improving job satisfaction and motivation. Hence the organizations need to provide a quality work life for retaining their employees.

The unsympathetic reality of modern life is that the Quality of Work Life (QWL) has taken a beating since most of us are working harder than ever. It is the fact from researches that on an average, employees in the developed countries spend 14 to 15 hours a day on work against the accepted norms 8 to 9 hours and most distressing is that the trend is on the rise. Burn out; stress leading to health hazards is the natural offshoot. The concept of lifetime employment or job security through hard work has been on a decline since more and more people are on short term contracts and lack the security of long-term employment.

The IT sector in India is experiencing considerably high-level of staff attrition. The high-level of attrition rate in the Indian IT companies is attributed to the volatile environment created by other emerging industries like specialized Business Process Outsourcing (BPO) companies, telecom companies, Knowledge Process Outsourcing (KPO) firms and Retail industries which experience very high attrition rates. On an average, IT professionals spend around twelve hours daily in the work place that is one third of their entire life. Job occupies one's thoughts, prefixes the schedule of the day, determines the purchasing power of an individual, and contributes to the social identity. Today's knowledgeable workforce expects more than just pay from their work. The dynamic work environment demands equal importance to both technology and human needs,

where the individual perspectives play a key role in humanization of work atmosphere and democratization of work relations. Such holistic approach reflected in the work place, determines the better relationship management, stress management and management of other human factors in work atmosphere, which can contribute to high employee's perception on "Quality of Working Life" in the IT organizations, in turn for retaining the talent pool.

Review of Literature

There have been numerous studies on Quality of Work Life in the last four decades, and several theories have been proposed and tested for empirical validation. A number of Researchers have examined the impact of Quality of Work Life considering employee retention and attrition. R.E. Walton (1973) evaluated QWL and then proposed eight conceptual categories on Quality of work life such as adequate and fair compensation, safe and healthy working conditions, opportunity to use and develop human capacities, future opportunity for continued growth and security, social integration in the work place, social relevance of work and balanced role of work in the total life space.

K.F. Walker's (1975), Quality of Work Life involved the task, physical work environment and the social environment within the organization, the administrative system of the establishment and the relationship between life and job

Jenkins (1981), Quality of Work Life is a "broad expression covering a vast variety of programmes, techniques, theories, and management styles through which organizations and jobs are designed so as to grant workers more autonomy, responsibility, and authority than is usually done."

Mirvis and Lawler (1984) suggested that quality of working life was associated with satisfaction with wages, hours and working conditions, describing the "basic elements of a good quality of work life" as safe work environment, equitable wages, equal employment opportunities and Opportunities for advancement

Klatt, Mundick and Schuster (1985), suggested 11 major Quality of Work Life issues such as Pay and Stability of Employment, Occupational Stress, Organizational Health Programmers, Alternative Work Schedules, Participative Management and Control of Work, Recognition, Congenial Worker-Supervisor Relations, Grievance Procedure, Adequacy of Resources, Seniority and Merit in Promotions, Employment on Permanent Basis.

Andrew Dutta and Manjeesh K. Singh (2004), balanced work life can lead to greater employee productivity with the progressive shift of the economy towards a knowledge economy, the meaning and importance of the quality of work life is also assuming a new significance. The article details the factor that should be tuned to attain balance work and life of an employee

PVL Raju (2004), work life balance has become the buzzword for the present generation. Thus in an ideal world, most people would like their output assessed by the results they achieve at work and not by the works they spend slaving away their desk.

To date, researchers have proposed a variety of specific dimensions of Quality of Work Life, Baba and Jamal (1991) concluded typical indicators of quality of working life, i.e., job satisfaction, job involvement, work role ambiguity, work role conflict, work role overload, job stress, organizational commitment and Turn-over intentions. Baba and Jamal also explored reutilization of job content, suggesting that this facet should be investigated as part of the concept of quality of working life. However outcomes of different researches have shown complex effects of QWL in the perspective of retention and the study of these variables are more complex as a whole. So that it brings out the necessity of conducting this research in the traditional context of India.

Objective of the study

The purpose of this research is to study the employees' perception of Quality of Work Life prevailing in IT companies located at Chennai metropolitan city.

Research Methodology

The researcher had used the descriptive style of research for conducting this study. The study was done among 150 respondents belonging to the categories of Managers, Team Leader, Software Engineer, Software Tester employed in IT companies in Chennai city, Tamilnadu, India. The sampling technique adopted for the study is Convenience sampling. Variables are not directly observable; hence, the primary data was collected through structured questionnaire which has been prepared to get the relevant information from the respondents using open ended and close ended multiple choice questions. The secondary data was collected from the various sources like magazines, journals, dailies, websites, books, etc.

Data Analysis And Interpretation

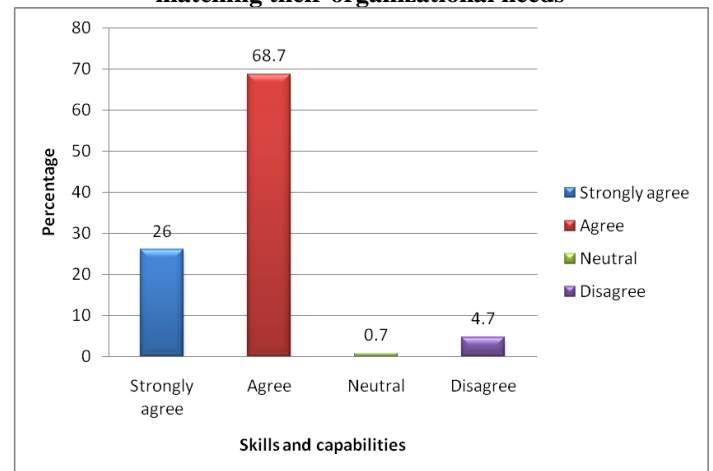
By using Descriptive statistic technique frequencies distributions were used to determine the demographics characteristics of the respondents.

From table-1, it is evident that 35.3% of the respondents are above 40 years, 33.33% of the respondents belong to category of 20-30 years, 28% of the respondents belong to category of 31-40 years, and the remaining 3.33% per cent of the respondents are below 20 years. 66.7% of the respondents are married, and the remaining 33.3% of the respondents are unmarried.

It is inferred that 22% of the respondents are graduates, 42.7% of the respondents are postgraduates, 25.3% of the respondents have done professional courses and the remaining

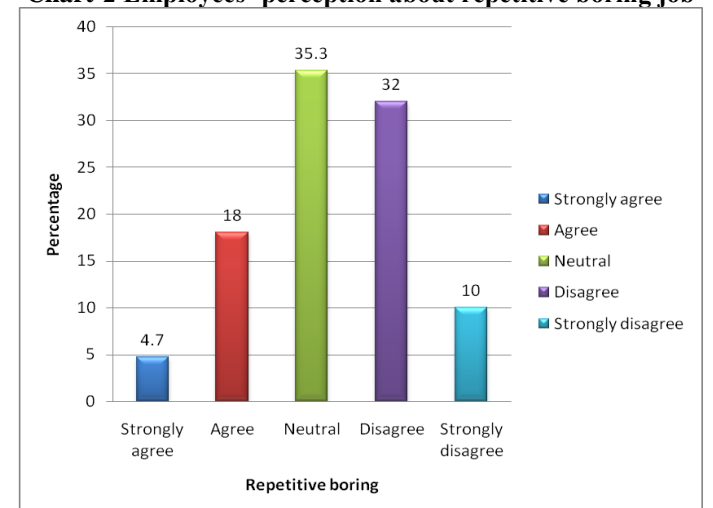
10% of the respondents are diploma holders. 29.3% of the respondents belong to category of software tester, 24.7% of the respondents belong to category of manager, 24% of the respondents belong to category of Team leader, and the remaining 22% of the respondents belongs to category of software engineer. 52.7% of the respondents have the work experience of less than 5 years, 32% of the respondents have the work experience of 5 to 10 years, 12% have the experience of 11 to 20 years and remaining 3.3% of the respondents have the work experience of more than 20 years.

Chart 1 Employees' opinion towards skills and capabilities matching their organizational needs



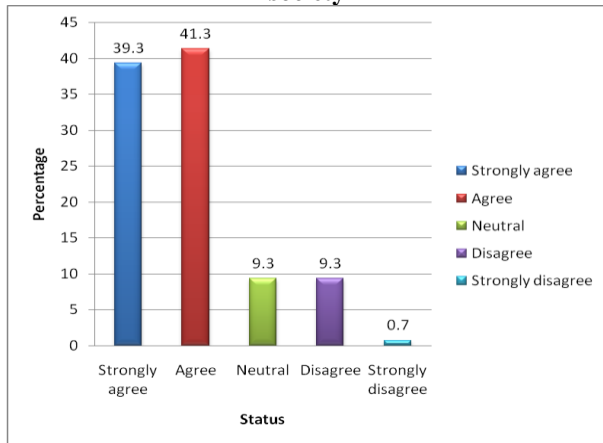
From chart-1, it is inferred that 94.7% of the respondents agree that their skills and capabilities are matching their organization needs, only 4.7% of the respondents disagreed, and the remaining 0.7% of the respondents were neutral in this regard.

Chart-2 Employees' perception about repetitive boring job

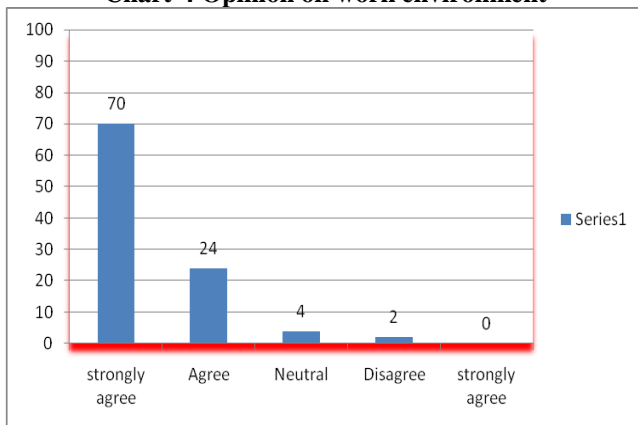


From chart-2, it is inferred that 42% of the respondents disagreed that their job was repetitive and boring, 35.3% of the respondents neither agreed nor disagreed and 22.7% of them agreed that their job was repetitive and boring in their organizations.

89.3% of the respondents agreed and only 10% of the respondents disagreed that the training programmes provided by the organizations are good enough for them in developing their skills. 84.6% of the respondents agreed that they are properly respected and recognized in their organizations whereas 13.3% of the respondents disagreed that they are not properly respected and recognized in their organizations and only 2% of them are neutral in this regard.

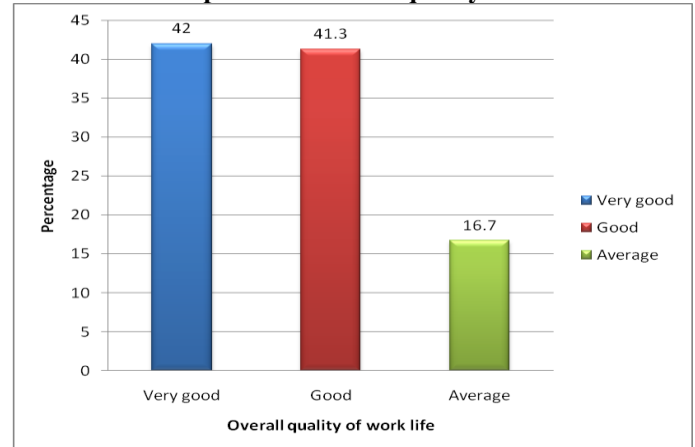
Chart-3 Employees' perception about their status in the society

From chart-3, it is inferred that 80.6% of the respondents agreed that their job provides status in their society, whereas only 10% of the respondents disagreed that their job do not influence their status in the society.

Chart-4 Opinion on work environment

From chart-4, it is inferred that 94% of the respondents are satisfied with the work environment provided by the organization and only 2% of the respondents are not satisfied with the work environment provided by the organization.

82.7% of the respondents are satisfied with the welfare measures whereas 9.3% of the respondents are not satisfied and the remaining 8% of the respondents expressed their opinion as neither agreed nor disagreed. 92.6% of the respondents are satisfied towards nature of work and 7.4% of the respondents expressed their opinion as neutral. 76.7% of the respondents agreed that they are able to satisfy their personal needs whereas 0.7% of the respondents expressed that they are unable to satisfy their personal needs and 12.7% of the respondents were neutral in this regard. 86.7% of the respondents agreed that the organizations provided opportunities for their career growth whereas 1.3% of the respondents disagreed and 12% of the respondents are neutral in this regard. 92% of the respondents agreed that they perceive a good scope in the current organization whereas only 6 % disagree and 2% remain neutral in this regard. 44% of the respondents are satisfied with canteen and lunch room facility provided to them by the organization where as 48.6% of the respondents disagree and 7.4% remain neutral in this regard. 87.3% of respondents are satisfied with the career development initiatives taken by the organization whereas only 9.3 % disagree and 3.4% remain neutral in this regard.

Chart-5 Opinion on overall quality of work life

From the chart-5, it is inferred that 42% of the respondents expressed their opinion as very good regarding the Overall QWL provided by the organization, 41.3% of the respondents expressed their opinion as good, and 16.7% of the respondents expressed their opinion as average.

Chi Square Analysis

The formulated hypotheses were tested using Chi square taking into account of 5 percent level of significant.

Employee's response analysis:

Cross tabulation for designation of respondents and their perception about working conditions

Null hypothesis (H_0): Employees' perception about working condition is independent to designation

Alternative hypothesis (H_1): Employees' perception about working condition is dependent to designation

Table-1 Designation of respondents and their perception about working conditions

	Value	Degree of freedom	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.027 ^a	9	.634
Likelihood Ratio	7.672	9	.568
Linear-by-Linear Association	.450	1	.502
N of Valid Cases	149		

a. 8 cells (50.0%) have expected count less than 5. The minimum expected count is .66.

Since $p > 0.05$ (level of significance), H_0 is accepted. Hence it is inferred that Employees' perception about working condition is independent to designation.

Cross tabulation for educational qualification of respondents and their perception about their skills and capabilities matching with the organizational needs

Null hypothesis (H_0): Employees' perception about their skills and capabilities is independent to educational qualification

Alternative hypothesis (H_1): Employees' perception about their skills and capabilities is dependent to educational qualification

Table-2 Educational qualification of respondents and their perception about their skills and capabilities matching with the organizational needs

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.293 ^a	9	.327
Likelihood Ratio	9.980	9	.352
Linear-by-Linear Association	1.824	1	.177
N of Valid Cases	150		

a. 9 cells (56.3%) have expected count less than 5. The minimum expected count is .10.

Since $p > 0.05$ (level of significance), H_0 is accepted. Hence it is inferred that Employees' perception about their skills and capabilities are independent to educational qualification.

Anova test:

Marital status of respondents and nature of work

Null Hypothesis (H_0): There is no significant difference exist between opinion about nature of work in the company and marital status of the respondents

Alternative hypothesis (H_1): There is a significant difference exist between opinion about nature of work in the company and marital status of the respondents

Table 3. Marital status of respondents and nature of work

Nature of work	Df	Mean Square	Standard Deviation	Mean	Sum of Squares	F	Sig.
Between Groups	1	0.098	G1= 0.42081	2.0808	0.098	0.615	0.434 P > 0.05 Not Significant
Within Groups	148	0.165	G2 = 0.50952	2.0196	53.375		

Level of significance (α) = 0.05

Since $p > 0.05$ (Level of significance), H_0 is accepted. Hence there is no significant difference exist between opinions about nature of work in the company and marital status of the respondents.

Designation of respondents and opportunities in career growth in the company

Null Hypothesis (H_0): There is no significant difference exist between opinions about opportunities in career growth in the company and designation of the respondents

Alternative hypothesis (H_1): There is a significant difference exist between opinion about opportunities in career growth in the company and designation of the respondents

Level of significance (α) = 0.05

Table 4. Designation of respondents and opportunities in career growth in the company

Nature of work	Df	Mean Square	Standard Deviation	Mean	Sum of Squares	F	Sig.
Between Groups	3	0.137	G1= 0.49320 G2 = 0.79082	3.0811 3.0556	0.410 0.270	0.313	0.816 P > 0.05 Not Significant
Within Groups	146	0.437	G3= 0.72692 G4= 0.61452	3.1818 3.1628	0.256 63.415		

Since $p > 0.05$ (Level of significance), H_0 is accepted. Hence there is no significant difference exist between opinions about opportunities in career growth in the company and designation of the respondents.

Conclusion

Healthy work environment is one in which the employees' needs are full filled and the employees develop commitment and loyalty towards the organizations which further results in improved retention. The majority of the respondents have expressed satisfaction towards various key factors of Quality of Work Life such as Nature of job, Career Development opportunities, etc. However, 35.3% of the respondents have remained neutral about repetitive and boring jobs and 12.07% of the respondents have remained neutral towards personal needs and opportunities in career development. These issues should be strongly reviewed by the organizations to ensure development. Hence they would identify the causes of this feedback from the employees and would try some of the strategies summarized as follows:

- The organization would try to make the job more interesting by using the approach of job rotation or job enrichment.
- The organization would identify the skills and capabilities of the employees and match them in a respective fields, so that the employees satisfaction level improves
- The organization would work towards bringing an interrelationship between a person's work life and personal needs of life

References:

- Aswathapa(1997), Human Resources and Personal Management, New Delhi, Tata McGraw-Hill Publishing company Ltd.
- Baba, VV and Jamal, M (1991) Routinisation of job context and job content as related to employees quality of working life: a study of psychiatric nurses, Journal of organizational behaviour. 12. 379-386.
- Dale Yoder and Paul.D.Staudohar(1986), Personal Management and Industrial Relations, New Delhi, PHI Pvt Ltd.
- Elizur D & Shye S 1990 Quality of work life and its relation to quality of life, Applied psychology: An international review. 39 3 275-291
- LM Prasad , "Organizational Behaviour", Sultan Chand & Sons, ed 2003. M.E. Hoque & A. Rahman (1999), Quality of working life & Job behaviour of workers in Bangladesh: a comparative study of private and public sectors, Indian Journal of Industrial Relations, 35, 3, Oct 1999
- P.Subba Rao(1989), Essentials of Human Resources and Industrial Relations, Mumbai, Himalaya Publishing House.
- Rahman A. (1984), "QWL as perceived by the Industrial shift workers", Thesis, Osmania University, Hyderabad
- Sinha P. & Sayeed O. B. (1980), "Measuring QWL in relation to job satisfaction & performance in two organization, "Managerial Psychology, 2, 15-30