

A STUDY ON QUALITY OF WORK LIFE OF EMPLOYEES IN IT SECTORS IN CHENNAI

DR.SASIKALA
ASSISTANT PROFESSOR,
PADMAPRIYA.M

PG Department of commerce (General),
Shri Shankarlal Sundarbai Shasun Jain College for Women.

ABSTRACT

Leadership can positively impact employee well-being and organization. Quality of Work Life (QWL) is a multidimensional concept that encompasses many different kinds of elements that affect employees' overall well-being, job fulfillment, and production within a business. It aims to create an environment at work that supports employee satisfaction, improves efficiency, and promotes both professional and personal growth. In recent years, the impact of QWL has grown as organizations recognize that improving employees' work experiences can lead to better engagement, reduced departures, and better overall organizational performance. Based on studies, whenever employees have a favorable attitude toward their place of employment, they are more motivated, devoted, and productive. However, low QWL can lead to burnout, stress, and decreased efficiency. Enhancing QWL involves an extensive approach that involves many different kinds of human resource practices, such as adopting flexible work schedules, providing professional development opportunities, encouraging health and wellness initiatives, and ensuring good communication channels within the firm. Using these methods, according to quantitative research factors that contribute to a high-quality work life and provide actionable insights for improving workplace conditions. Qualitative research findings provide insights into what aspects organizations can focus on to improve the quality of work life for their employees, leading to increase productivity, job satisfaction, and over organizational success. The significance difference contexts, such as industries, countries, and job roles in the quality of work life. The data collecting the survey are 101 respondents in IT sector employees in quality of work life. This paper analyzes the such relationship by using statistical tools of mean and standard deviation and chi square.

KEYWORDS: job satisfaction, work environmental, organizational culture, work –life balance, employee Well being.

INTRODUCTION

Organizations are realizing more and more how crucial it is to invest in the happiness and well-being of their workforce in the fast-paced, cutthroat business climate of today. Work-life balance, job happiness, organizational environment, and employee engagement are just a few of the aspects of employees' professional experiences that the idea of Quality of Work Life (QWL) aims to improve. QWL efforts have received a lot of attention from academics, practitioners, and politicians since they are based on the idea that a pleasant work environment improves employee performance, retention, and overall organizational success.

Historical context of QWL

The evolution of QWL can be traced back to the mid-20th century, a period marked by growing awareness of the relationship between employee satisfaction and productivity. Early proponents such as Elton Mayo, Douglas McGregor, and Frederick Herzberg laid the groundwork for understanding the psychological and social dimensions of work, emphasizing the importance of factors beyond monetary compensation in motivating employees. Mayo's Hawthorne studies, in particular, highlighted the impact of social interactions, group dynamics, and managerial attitudes on employee morale and productivity, challenging prevailing theories of scientific management.

Building upon these foundational insights, subsequent decades witnessed the emergence of QWL as a distinct field of inquiry, spurred by societal shifts, technological advancements, and changing workforce demographics. The 1960s and 1970s saw increased attention to issues of job enrichment, participative decision-making, and employee empowerment, reflected in seminal works such as Hackman and Oldham's Job Characteristics Model and Herzberg's Two-Factor Theory. These frameworks underscored the importance of aligning job design with individual capabilities and preferences, emphasizing the role of autonomy, skill variety, and task significance in fostering intrinsic motivation and job satisfaction.

RESEARCH METHODOLOGY:

The study with a population of more than 300 was approached for this as the sample size is 200 is administered for study. 101 responses were received. So the received response is taken as sample size fully. The research article is an exploratory investigation using secondary data that was

obtained from media, journals, magazines, and papers. Looking at the objectives of the descriptive research design was employed for the study's examination. In order to guarantee more accuracy and a thorough analysis of the research study, this research design was selected with the goals in mind. Secondary data that was easily accessible was used extensively in the study. The secondary survey method is used by the researcher to get the required data. Numerous articles, publications, and online resources have been recognized and compiled.

RESEARCH DESIGN:

A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure”.

The researcher used Descriptive research design, because it helps to describe a particular situation prevailing within a company. Descriptive study was necessary to ensure the complete interpretation of the situation and to ensure minimum as the collection of data.

SAMPLE DESIGN:

The number of different observations or elements included in a research study or survey is referred to as the sample size. It is an essential component of research design since it affects the accurateness, security, and applicability of the study's conclusions. The type of study, the goals of the research, and the statistical techniques employed all influence the right sample size. In this study the sample size is 101 respondents were taken from the population using such methods.

DATA COLLECTION METHODS:

- The data was collected from the working employees in different sectors and fields.
- The questionnaire of the study was collected as primary data.
- The framework of the questionnaire helped with secondary data.
- The information and opinions of the survey was collected from 101 respondents.

TOOLS FOR DATA COLLECTION:

The questionnaire was created with the help of google forms tool for data collection.

OBJECTIVE OF THE STUDY:

1. To identify the factors affecting typical living at work.
2. To evaluate workers' quality of life at work.
3. To evaluate the actions that it has made to enhance the quality of life for its employees.
4. To recommend appropriate actions to raise the standard of working life.

REVIEW OF LITERATURE

1. **Bagtasos, M. R. (2011). Quality of work life: A review of literature. *DLSU Business & Economics Review*, 20(2), 1-8:**This section of the study examines the conclusions from the Pareto analysis reported in the previous section. The study identifies 27 broad QWL factors after performing a methodical evaluation and synthesis of the appropriate literature. These include adequate and fair compensation, opportunities for advancement, safe and healthy working conditions, work and life balance, social integration, supervision, human progress capacities, constitutionalism, reward and recognition, job security, autonomy and control, decision-making participation, and communication. Using Pareto analysis, the factors were easily refined into 13 key QWL factors. We suggest the current study's findings provide a more comprehensive knowledge of the QWL variables. Overall, the findings contribute to a better understanding about QWL in the twenty-first century.
2. **Kulkarni, P. P. (2013). A literature review on training & development and quality of work life. *Researchers World*, 4(2), 136:** studied quality of work life indicators as a corporate social responsibility of electrical and electronics private organizations in Thailand. The objective of the research was to find out the quality of work-life indicators as a corporate social responsibility. It is documentary research, and data was collected from in-depth interviews with experts and specialists and multiple research methods. Health environment, total life span, work life balance, adequate and fair compensation, and social integration support are used as dimensions of QWL, and four major dimensions of CSR, namely: economic, environmental, social, and ethical, are used as parameters. The result showed that QWL indicates that for a more effective CSR, developing a good quality of work life (QWL) is crucial.
3. **Greenhaus, J. H., Collins, K. M., & Shaw, J. D. (2003). The relation between work–family balance and quality of life. *Journal of vocational behavior*, 63(3), 510-531:**conducted a thorough investigation of some of the important components of QWL, such as employee participation, job security, a better incentive system, employee perks, and organizational success. QWL may also be described as the attitude that employees have towards their employment, coworkers, and the organization (Heskett et al., 1994). Thus, if employees have a positive attitude towards their employment, peers,

and the organization, it indicates that they are content with their jobs, and thus the QWL is high.

4. **Lambiri, D., Biagi, B., & Royuela, V. (2007). Quality of worklife in the economic and urban economic literature. *Social indicators research*, 84, 1-25:** has conducted a completely different study on QWL and job satisfaction of employees in VTPS and discovered that the level of satisfaction among workers relates to different work-related aspects. The study was done in depth to measure the QWL and job satisfaction of employees, which included major factors in their study and the following variables too: (i) wages and salaries; (ii) a rewards system; (iii) a safe and healthy environment; and (iv) working conditions. The findings revealed that there is unhappiness in the interpersonal relationships between the cadre wise QWL and that no adequate grievance handling mechanism was implemented among the workers, which has an impact on job satisfaction.
5. **Jang, S. J. (2009). The relationships of flexible work schedules, workplace support, supervisory support, work-life balance, and the well-being of working parents. *Journal of Social Service Research*, 35(2), 93-104:** studied the sustainable quality of work life and job satisfaction among employees engaged in the freight forwarding and clearing house in Mumbai and observed observations through data collection and chi-square used for the data analysis. The results showed in this study that different factors of QWL, such as safe and healthy working conditions, adequate and fair compensation, the opportunity to utilize individual skills and talent, developing human capabilities, and providing career and growth opportunities, vary according to the employees' perceptions, and job satisfaction depends upon the way they perceive the dimensions of QWL.

DATA ANALYSIS AND INTERPRETATION:

TABLE 1

| DEMOGRAPHIC FACTORS | OPTIONS | RESPONDENTS | PERCENTAGE |
|---------------------|----------|-------------|------------|
| gender | male | 58 | 57.4 |
| | female | 43 | 42.6 |
| age | 20-25 | 74 | 73.2 |
| | 25-30 | 9 | 8.9 |
| | above 30 | 18 | 17.8 |

| | | | |
|----------------------------------|----------------------------|-----------|-------------|
| education qualification | ug | 53 | 52.4 |
| | pg | 30 | 29.7 |
| | professional course | 15 | 13.8 |
| | diploma | 2 | 1.9 |
| | others | 1 | 1 |
| marital status | married | 26 | 25.7 |
| | unmarried | 75 | 74.2 |
| work experience | fresher | 59 | 58.4 |
| | 2-4 years | 19 | 18.8 |
| | 4-6 years | 9 | 13.8 |
| | more than 6 years | 14 | 8.9 |
| working hours | less than 5 hours | 26 | 25.7 |
| | 5-8 hours | 42 | 41.5 |
| | 8-12 hours | 33 | 32.6 |
| working shift | day | 74 | 73.2 |
| | night | 6 | 5.9 |
| | both day and night | 21 | 20.7 |
| income | 10000-25000 | 54 | 58.4 |
| | 25000-40000 | 24 | 23.7 |
| | 40000-50000 | 8 | 7.9 |
| | above 50000 | 10 | 9.9 |
| overall work life balance | excellent | 28 | 27.7 |
| | good | 50 | 49.5 |
| | fair | 16 | 15.8 |
| | poor | 6 | 5.9 |
| | none | 1 | 1 |

| | | | |
|----------------------------------|----------------------------|-----------|-------------|
| supporting your workplace | highly supportive | 21 | 20.7 |
| | supportive | 45 | 44.5 |
| | neutral | 31 | 30.6 |
| | unsupportive | 2 | 1.9 |
| | highly unsupportive | 2 | 1.9 |
| compensation package | very unfairly | 16 | 15.8 |
| | somewhat unfairly | 22 | 21.7 |
| | neutral | 37 | 36.6 |
| | somewhat fairly | 16 | 15.8 |
| | very fairly | 10 | 9.9 |

| | | | |
|--|---|----------------------------|-------------------------------------|
| discussing compensation with (salary, bonuses, benefits) | very uncomfortable somewhat uncomfortable neutral somewhat comfortable very comfortable | 21 16 28 26 10 | 20.7 15.8 27.7 25.7 9.9 |
| overall job satisfaction | not at all to a small extent neutral to a large extent completely | 16 30 38 10 6 | 15.8 29.7 37.6 9.9 5.9 |
| adequate support for mental well being | highly adequate adequate neutral inadequate highly inadequate | 22 29 39 8 3 | 21.7 28.7 38.6 7.9 2.9 |
| new ideas or innovation in your work | strongly encourage encourage neutral discourage strongly discourage | 31 35 30 2 3 | 30.6 34.6 29.7 1.9 2.9 |
| enhancing your skills | highly effective effective neutral ineffective highly ineffective | 29 42 24 2 4 | 28.7 41.5 23.7 1.2 3.9 |
| handle conflicts and disputes among employees | highly effectively effectively neutral ineffectively highly ineffectively | 23 31 37 6 4 | 22.7 30.6 36.6 5.9 3.9 |
| decision making processes | highly transparent transparent neutral not transparent none | 34 30 28 4 5 | 33.6 29.7 27.7 3.9 4.9 |
| policies and procedures | highly fair fair neutral unfair highly unfair | 24 42 31 2 2 | 23.7 41.5 30.6 1.9 1.9 |

INTERPRETATION:

From the respondents , 57.4% are male and 42.6% are female. In age 73.2% are 20-25 and 17.8% are above 30 and 8.9% are 25-30. In education qualification 52.4% are undergraduate and 29.7% are postgraduate and 13.8% are under professional courses and 1.9% are diploma and 1% are in the other category. In marital status 74.2% are unmarried and 25.7% are married. In working experience 58.4% freshers and 18.8% are 2-4 years and 13.8% are more than 6 years and 8.9% are 4-6 years. In working hours 41.5% are working 5-8 hours and 32.6% are working 8-12 hours and 25.7% of them are working less than 5 hours. In working shift 73.2% are working day shift and 20.7% working both day and night shift and 5.9% working night shift. In income 58.4% are 10000-25000 of income and 23.7% are 25000-40000 of income and 9.9% are above 50000 of income and 7.9% are 40000-50000 of income. In overall work life balance 49.5% are good and 27.7% are excellent and 15.8% are fair and 5.9% are poor and 1% are none. In supporting your workplace 44.5% are supportive and 30.6% are neutral and 20.7% are highly supportive and 1.9% are both unsupportive and highly unsupportive. In the compensation package 36.6% are neutral and 21.7% are somewhat unfairly and 15.8% are both very unfairly and somewhat fair and 9.9% are very fair. In discussing compensation with (salary, bonuses, benefits) 27.7% are neutral and 25.7% are somewhat comfortable and 20.7% are highly comfortable and 15.8% are somewhat uncomfortable and 9.9% are very comfortable. In overall job satisfaction 37.6% are neutral and 29.7% are to a small extent and 15.8% are not at all and 9.9% are to a large extent and 5.9% are completely. In adequate support for mental well being 38.6% are neutral and 28.6% are adequate and 21.7% are highly adequate and 7.9% are inadequate and 2.9% are highly inadequate. In new ideas or innovation in your work 34.6% are encouraged and 30.6% are strongly encouraged and 29.7% are neutral and 2.9% are strongly discouraged and 1.9% are discouraged. In enhancing your skills 41.5% are effective and 28.7% are highly effective and 23.7% are neutral and 3.9% are highly ineffective and 1.2% are ineffective. In handling conflicts and disputes among employees 36.6% are neutral and 30.6% are effective and 22.7% are highly effective and 5.9% are ineffectively and 3.9% are highly ineffectively. In decision making processes 33.6% are highly transparent and 29.7% are transparent and 27.7% are neutral and 4.9% are none and 3.9% are not transparent. In the policies and procedures 41.5% are fair and 30.6% are neutral and 23.7% are highly fair and 1.9% are both unfair and highly unfair.

TABLE 2 FUTURE OPPORTUNITY FOR CONTINUED GROWTH AND DEVELOPMENT

| FACTORS | MEAN | STANDARD DEVIATION | RANK |
|---|----------------|---------------------------|-------------|
| MERIT AND PERFORMANCE | 378.004 | 33.046 | 3 |
| DEVELOPMENT OF EMPLOYEES CAREERS | 377.049 | 34.008 | 2 |
| DEVELOPMENT SKILLS NEEDED FOR FUTURE COALS | 390.029 | 35.071 | 1 |

INTERPRETATION:

From the analysis of these factors of future opportunity for continued growth and development,, the development skills needed for future goals ranked as first. Development of employees' careers ranked as second. Merit and performance ranked as third.

TABLE 3 SOCIAL INTERACTION IN THE WORK ORGANIZATIONS:

| FACTORS | MEAN | STANDARD DEVIATION | RANK |
|---|----------------|---------------------------|-------------|
| TEAM BASED PROJECT OR ACTIVITIES | 384.029 | 34.205 | 3 |
| DECISION MAKING PROCESS | 398.009 | 35.383 | 1 |
| RECOGNIZED AND APPRECIATED | 394.019 | 35.138 | 2 |

INTERPRETATION:

from the analysis of these factors which related to social interaction in the work organizations, the decision making process ranked as first. Recognized and appreciated ranked as second. Team based projects or activities ranked as third.

CHI- SQUARE TESTING:

TABLE 4: THE FLEXIBILITY OF WORKING HOURS BASED ON GENDER:

NULL HYPOTHESIS: There is no significant relationship between gender and flexibility of working hours.

ALTERNATIVE HYPOTHESIS: There is a significant difference between gender and flexibility of working hours.

| GENDER | FLEXIBILITY OF WORKING HOURS | | | | | | chi-square value | p.value |
|--------------------|------------------------------|-----------|---------|--------------|---------------------|-------------|------------------|--------------|
| | Highly satisfied | satisfied | Neutral | dissatisfied | Highly dissatisfied | Grand Total | | |
| MALE | 12 | 16 | 12 | 2 | 1 | 43 | 3.445 | 0.486 |
| FEMALE | 26 | 19 | 10 | 2 | 1 | 58 | | |
| Grand total | 38 | 35 | 22 | 4 | 2 | 101 | | |

Source:Computed data

DF=9

CHI-SQUARE= 3.445

Interpretation:

The above table shows that there is no significant relationship between the gender and the flexibility of working hours. This becomes the p value 0.486 is less than the significance level 0.05 So, Null hypothesis (Ho) is rejected and alternative hypothesis (H1) is accepted. There is an associated significant relationship between gender and the flexibility of working hours.

FINDING:

1. The study helps to understand the overall quality of work life in employees and the various factors are influencing the employees.

2. Employees to the satisfaction of quality of work life. The questionnaire that was designed for the data collection was filled by the 101 respondents. This demographic data is also useful to study the job satisfaction of employees. Most of the responses were in between 20-25 years that give 73.2% of the respondents were youngsters and the gender there are more female than the male with 57.4% and at the marital status there are more than unmarried 74.2% and at the salary there are more respondents who receive below 10000-25000 are 57.4% and factor influencing are overall work life balance more respondents are 49.5% of good and supporting your workplace more respondents are 44.5% of supportive and compensation package more respondents are 36.6% of neutral and discussing compensation with (salary, bonuses, benefits) more respondents are 27.7% of neutral and overall job satisfaction are 37.6% of neutral and adequate support for mental well being more respondents are 38.6% of neutral and new ideas or innovation in your work more respondents are 34.6% of encourage and enhancing your skills more respondents are 41.5% of effective and handle conflicts disputes among employees more respondents are 36.6% of neutral and decision making processes more respondents are 33.6% of highly transparent and policies and procedures more respondents are 41.5% of fair in quality of work life in employees.
3. At the inferential analysis, the mean, standard deviation and the rank was calculated from the highest rank (1st) and the lowest rank (3rd) on that it clearly shows that the future opportunity for continued growth and development and social interaction in the work organizations is the highest rank and the last rank is for the opinion that the respondents given.
4. The chi-square test shows that chi-square value is a significant relationship between the gender and flexibility of working hours. this has become the p value is less than the significance level. so, the Null hypothesis (H₀) is rejected and an alternative hypothesis is accepted. There is a significant relationship between the gender and flexibility of working hours.

SUGGESTION:

1. Encouraging employees to work flexible schedules, such as remote work or flexible hours, can help them better manage their personal and professional lives. Being flexible can lead to more job satisfaction, less stress, and improved productivity.

2. Providing employees opportunity to improve and develop their abilities through training programs, workshops, and career promotion paths can boost their engagement and commitment to the firm.
3. Creating a good and inclusive work environment in which employees feel appreciated, respected, and heard helps boost morale and teamwork. Encourage open communication, recognize accomplishments, and promote a healthy work-life balance to create a supportive and inspiring workplace.

CONCLUSION:

The aim of this research was to look at the impact of a quality work environment on employee performance. It was also discovered that Quality Work Life is favorably and strongly associated with employee job performance, which in turn influences organizational performance. It implies that if a company has high Quality Work Life policies and systems, sustainability and attrition can be handled effectively. Employees should also be given the opportunity to work on projects that involve critical thinking and independent decision-making. Employees will consider their employment important if they are given some independence and freedom of choice in how they complete their tasks. Participation in decision-making will increase employees' feelings of belonging and contribute to the meaningfulness component of sense of clarity.

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