

**A STUDY ON ASSOCIATION BETWEEN QUALITY OF WORK LIFE FACTORS AND
JOB PRODUCTIVITY AMONG IT PROFESSIONALS**

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Abstract

In the modern time, it has become strenuous for organisation for providing their employees a contented Quality of Work Life so that they able to balance their personal and professional life. The purpose of the study is to investigate the association between the quality of work life and job productivity among professionals working in IT companies. It highlights the significance of the behavioural and subjective aspects of work-life quality and how they affect the development of each collaborator's personal motivation to increase productivity within the company. Job enrichment, job security, flexitime, job autonomy and employee involvement are the QWL variables of the study. The study is descriptive method of research which is based on convenience sampling technique. The target population is IT professional working in IT companies located at Sholinganallur, Chennai. The sample size 135. The analysis is done using SPSS software. Independent sample t-test, ANOVA and multiple linear regression are used to validate the hypotheses. The result of the study shows that there is a positive and strong association between QWL factors and job productivity. It also found that there is a statistical difference between QWL factors and job productivity among the demographic profile of the respondent's age, gender and work experience. This study provides some modern techniques as suggestions that can be followed by the organisation to offer their employees a high leverage quality of work life.

Keywords: Quality of work life, job enrichment, job autonomy, flexitime, employee involvement, job productivity.

Introduction:

Any organization's ability to attract in, hire, inspire, and retain employees has a significant impact on its performance. Organizations nowadays must be more adaptable if they are to grow their personnel and reward their dedication. Therefore, in order to meet the needs of their workforce and the goals of the organization, organizations must implement a plan to enhance the quality of work life (QWL) of their employees. The phrase "quality of working life" (QWL) was once used to refer to a person's overall experience with their job. It's been distinguished from the more general idea of the quality of life. This may be oversimplifying things a bit, since Elizur and Shye found that both personal and professional life quality have an impact on the quality of work performance. Here, however, it will be argued that there is merit to paying particular attention to factors of quality of life relating to the workplace. While the quality of life has been extensively researched, the quality of one's working life has received less attention and explanation. Reviewing the

literature suggests that there is not much is known about working life quality. When it comes to the fundamental elements of working life quality, writers' opinions vary. Through individualizing organizations, humanizing work, and altering structural and management procedures, Quality of Work Life (QWL) seeks to transform the entire organizational environment. It takes into account the employees' sociopsychological needs. It aims to establish an organizational culture of work dedication that will guarantee increased output and employee job satisfaction. It is suggested that when it comes to working life quality, the whole is more than the sum of the parts; so, failing to address the whole picture could result in interventions that just address one component failing. An enhanced comprehension of the connections among the many aspects of working life quality presents a chance for better cause and effect analysis in the workplace. The concept that the quality of one's working life is a larger the background for a number of workplace variables, including stress and job satisfaction, may present a chance for more economical workplace interventions. For instance, employers under pressure to comply with government regulations may find it impossible to effectively target stress reduction. The Quality of Work Life (QWL) initiative is an HRD mechanism that aims to create and improve work conditions for employees across all levels. It is one of the main problems that the organizations are dealing with. QWL strives to improve productivity, adaptability, and effectiveness of organizations in addition to achieving higher human satisfaction. QWL is concerned with the general work environment, the effects of work on individuals, and the efficacy of the organization. It is not predicated on any theory or methodology. The main goal is to improve the work environment, which will raise QWL and, eventually, the standard of living in the community and society. The term "quality of work-life" refers to an individual's feelings regarding all aspects of their work life, including financial incentives and benefits, security, working conditions, interpersonal and organizational relationships, and the intrinsic value of their work in their lives. It's a procedure used by organizations to try and encourage employees to be more creative by giving them a say in decisions that have an impact on their daily lives at work. One distinctive feature of the process is that its objectives include intrinsic, pertaining to what the employees perceive as self-fulfilling and self-enhancing ends in themselves, in addition to extrinsic, which focuses on increasing productivity and efficiency. The presence of a true opportunity for individuals or task groups at any level in any QWL improvement programme is crucial. The degree to which employees in an organization are able to meet their personal requirements as a result of their experience there is known as the quality of work-life. It focuses on the challenge of establishing a humane workplace where staff members collaborate and support organizational goals. The three main pillars of QWL are productivity, work satisfaction, and job involvement. The idea of quality of work life is complex. Having a work environment where an employee's activities become more important is the foundation of the quality of work life concept. This entails putting in place guidelines or rules that make an employee's work less repetitive and more fulfilling. These protocols or guidelines cover things like autonomy, acknowledgment, belonging, advancement, and external incentives.

Factors of Quality of Work Life:

Job Enrichment:

Job enrichment is an approach that motivates the workers to work effectively as they are given with more responsibility and roles in their jobs. The strategy is to let the employees to have more authority over their work. This enhances the employee to do their job more productively which will eventually contribute to achieving the overall goal of the company. It involves creating more meaningful roles through encouragement, communication, feedback and job autonomy. This aims to foster a healthy work environment and better work-life balance that acts as an intrinsic motivation for the employees.

Job Security:

The job security is accompanied with the sense of protection against the economic downturns, layoffs, and other economic factors that could have a direct or indirect impact on the employment. Job security provides more benefits like more employee satisfaction, higher employee engagement and exceptional employee work experience. These lead to increased productivity among employees. When a professional feels stable and more secured with their job, they could concentrate more on the work which could produce high-quality outcomes. Job with less security can cause more distractions, stress and anxiety which eventually reduces their concentration on their work and lowers the productivity level.

Job Autonomy:

When employers provide their employees to work in their own style i.e., providing them job autonomy and make their decision regarding how they can do their work will act as a motivation and the employees utilize their own inherent capabilities. Providing job autonomy in the workplace facilitates various benefits like greater engagement and happiness, employees feel valued, they learn new skills, it enhances the team spirit and organisational culture, improves the work-life balance and these will have a positive impact on employee productivity level.

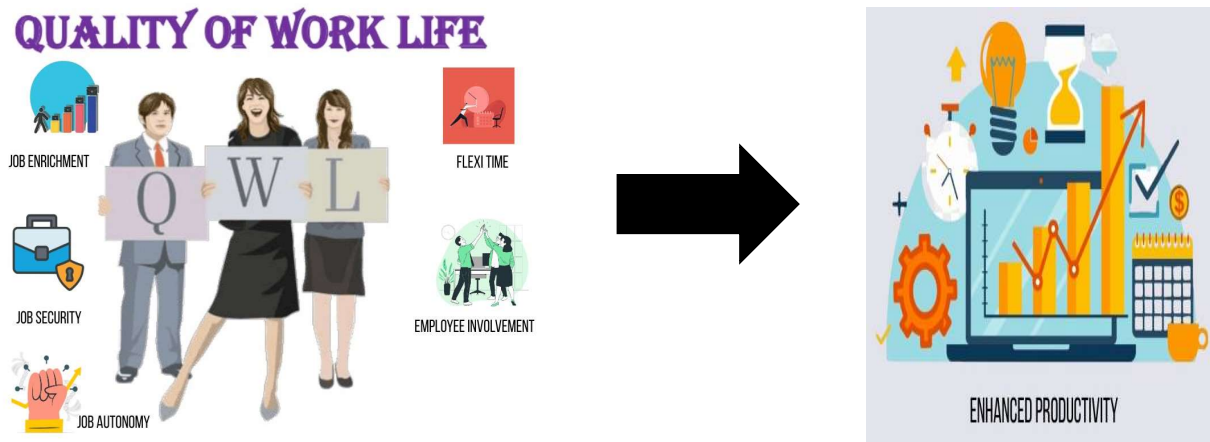
Flexi Time:

The flexitime also known as flexible work schedules is a facility that allows the employees to fix their work schedule within certain constraints. It is basically allowing the employees to choose their own start and end time every day without reducing the work duration. It makes the employees to feel valued as they have a freedom to choose the work schedule that also correlates with the personal life which provides an improved work-life balance. Employees can also focus on physical and mental well-being which reduces the stress and burnout eventually increases the productivity level. On the whole, providing flexitime to employees improves the employee morale and performance as they will be happy and more satisfied with the quality of work life.

Employee Involvement:

Employee involvement is allowing the employees to share their opinion regarding the decisions that impact their work. Employees could have more control over their workplace when they get

involved in decision- making. This also helps the employee to have cordial relationship with peers and colleagues which also promotes a better employee mental health. Employees those who feel involved will be happy, satisfied and valued eventually have a great impact on their productivity level. This will also foster the positive work environment and better work culture.



Review of Literature:

Seyed Mohammad and Fatemeh Narenji (2011), conducted a study to determine the QWL among the faculties of Sharif university of technology and University of Tehran and to address the strategies to improve the working condition to achieve the quality of work life. Compensation, career growth, safety and healthy working, social relevance, social integration and cohesiveness are the QWL variables of the study. The study found unfavourable QWL condition among the both university faculties and there is a significant difference between the social integration and cohesiveness among the faculties of the both universities.

Ayse Canan and Meltem akin (2016), conducted a study entitled relationship between Quality of Work Life and Work Alienation: research on teachers. The study aims to examine the quality of work life among the primary school teachers and their perception regarding the work alienation. According to the findings, teachers' opinions of the Quality of Work Life scale's engagement, responsibility, and extra benefits were all negatively perceived at work, but their opinions of the other subdimensions were positively perceived. The teachers' judgments of work alienation were characterized by feelings of loneliness, helplessness, and meaninglessness once they were cut off from school. Generally, all of the subdimensions of work alienation and quality of work life were found to be negatively correlated and significantly related.

Mily Velayudhan and Yameni, (2017), in their paper Quality of Work Life aimed to investigate the importance of work environment towards the job performance and to study the effectiveness of QWL in steel manufacturing companies located at Chennai. It found that the QWL variable health and safety measures have a significant association between the employee job satisfaction and training programme also have a significant impact on the employee job performance. It suggested to provide more training to employees to increase their self-confidence and

simultaneously provide more job security to their employees to make them secure and satisfied which will have significant impact on job performance of the employees.

Basman Al Dalayeen (2017), The goal of the current study is to compare employee satisfaction levels on several demographic factors related to the quality of work life at Cairo Amman Bank. The study also looks into how employees' job happiness is affected by the quality of their work life. The results demonstrated that employee satisfaction levels are significantly positively impacted by the quality of work life. Despite this, research has shown that employees' satisfaction with their work life quality varies significantly depending on their gender, level of education, and cadre, but it is not significantly affected depending on their age or duration of service.

Pouran Raeissi et al, (2019) conducted a cross sectional study aiming to describe the status of quality of work life among the nurses and to find out its predictors. The study was conducted in public hospitals in Iran. The study found out that majority of nurses were dissatisfied with their work life. It found highly influencing factors were as unfair and inadequate pay, lack of management support, job instability and insecurity, high work stress, less employee involvement in decision making. It concluded that the nursing work life should be improved, the policy makers should focus on the successful strategies to achieve the quality of work life.

Joao Leitao et al, (2019) conducted a study to pioneer the relationship between the quality of work life and perception of employees regarding their contribution to organisational performance. The study findings show that the following factors have a positive impact on employees' perceptions of their contributions to the performance of the company: feeling supported by their supervisors by listening to their concerns and demonstrating that they take them on board; being integrated into a positive work environment; and feeling respected as individuals and as professionals. The findings are especially pertinent in light of the growing importance of services in the labour market and the growing automation and digitization of the roles played by collaborators. The results also add to the continuing discussion regarding the need for additional research on the behavioural and subjective aspects of so-called smart and learning organizations, as opposed to concentrating solely on compensation as the driving force behind collaboration-based organizational productivity.

Dodot Adikoeswanto et al, (2020) conducted a study on Quality of work life factors and their impact on organisational commitments, the main purpose of the study is to find the effect of QWL variables like employee participation, development, supervision, compensation and work environment on the organisational commitment. The findings show that employee development, participation, compensation, supervision have a significant Impact on commitment and found that work environment is most influencing QWL variable that have more significant effect on organisational commitment.

Edith Sales Wullemin et al, (2023) conducted research on the title quality of working life: gap between perception and idealization impact of gender and status. It aims to quantify the QWL perception of the individuals in respect to their gender (men Vs women) and their employee status (co-workers Vs managers). It considered work environment, task and work organisation,

professional and personal life, social relationships at work, recognition and professional development as the variables of QWL. It showed that there is no gender effect on QWL, and considerable association between the gender and status where women group rely more on social relationship at work and while considering the status co-workers, they rely more on the work environment.

Objective of the study:

- To investigate the relationship between quality of work life factors and job productivity of the IT professionals.
- To test the significant difference among the respondent's demographic profile with respect to quality of work life factors and job productivity of IT professionals.

Research Methodology:

The study is descriptive method of research which is based on convenience sampling technique. The target population is IT professional working in IT companies located at Sholinganallur, Chennai. The sample size 135. The analysis is done using SPSS software. Independent sample t-test, ANOVA and multiple linear regression are used to validate the hypotheses.

Hypotheses:

H₁: There is a significant difference between QWL factors and job productivity among the age group of the respondents.

H₂: There is a significant difference between QWL factors and job productivity among the educational level group of the respondents.

H₃: There is a significant difference between QWL factors and job productivity among the work experience of the respondents.

H₄: There is a significant difference between QWL factors and job productivity among the gender of the respondents.

H₅: There is a significant relationship between QWL factors and job productivity of the employees.

Data Analysis:

Profile of respondents N=135:

Employee Profile	Frequency	Percentage
Gender		
Male	89	65.90%
Female	46	34.07%
Age Group		
Less than 30 years	29	21.48%
31-40 years	47	34.81%
41-50 years	36	26.66%
Above 50 years	23	17.03%
Educational Level		
Higher Secondary/Diploma	26	19.25%

UG	65	48.14%
PG	44	32.59%
Marital Status		
Married	102	75.55%
Unmarried	33	24.44%
Work Experience		
Less than 5 years	22	16.29%
5-10 years	45	33.33%
11-20 years	39	28.88%
More than 20 years	29	21.48%

Table 1: Profile of the Respondents

The above table 1, shows the brief of profile of the respondents. It indicates out of 135 respondents, 89 (65.90%) are male and 46 (34.07%) are female. While considering the age group, 29 (21.48%) respondents are less than 30 years, 47 (34.81%) respondents are at a category of 31-40 years age group, 36 (26.66%) respondents are at an age group of 41-50 years and 23 (17.03%) respondents fall at above 50 years category. In terms of educational level (qualification) majority of 65 (48.14%) respondents are at Undergraduate (UG) level, 44 (32.59%) respondents are Postgraduates (PG) and 26 (19.25%) are Higher secondary/ diploma qualified. When analysis the marital status, the majority of 102 (75.55%) are married respondents followed by 33 (24.44%) are unmarried respondents. In terms of work experience, minimal level of respondents 22 (16.29%) represent less than 5 years of work experience followed by 29 (21.48%) respondents have more than 20 years of work experience, 39 respondents (28.88%) have 11-20 years of work experience and majority of respondents 45 (33.33%) have 5-10 years of work experience.

Table 2: ANOVA for Age Group

Factors	Less than 30	31-40	41-50	Above 50 years	F value	P value
Job enrichment	3.87	3.89	3.83	3.77	0.731	0.537
Job autonomy	4.29	4.24	4.36	3.32	5.289	0.001**
Job security & stability	4.95	4.68	4.99	4.67	9.134	0.001**
Flexi time	3.39	3.11	3.12	3.09	3.039	0.029*
Employee involvement	3.13	3.09	3.19	3.23	3.019	0.032*
Job Productivity	4.21	3.72	3.69	3.55	4.617	0.003**

Overall factors	4.78	4.55	4.12	4.54	9.109	0.001**
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Interpretation: To check the association between the factors and the age group of respondents ANOVA test is done. The above table 2, indicates that the job autonomy, job security & stability, flexi time, employee involvement, job productivity and the overall factor's p value is less than 0.005 which can be concluded that there is a statistical difference among the age group and mentioned above factors. It also shows job enrichment p value is greater than 0.005 which indicates there is no difference between job enrichment and age group of respondents.

Table 3: ANOVA for Educational Level

Factors	Higher Secondary/Diploma	UG	PG	F value	P value
Job enrichment	3.95	4.25	5.51	5.82	0.621
Job autonomy	3.82	4.05	4.69	6.08	0.659
Job security & stability	3.92	3.56	3.97	4.99	0.704
Flexi time	3.99	4.03	3.48	5.76	0.631
Employee involvement	3.75	3.95	3.96	4.98	0.711
Job Productivity	4.02	4.54	4.06	6.32	0.698
Overall factors	3.87	3.94	3.8	5.39	0.555

Interpretation: ANOVA test is used to check the association between the factors and the respondent's educational level. The above table is the result of ANOVA table regarding the factors and respondent's educational level. It shows p value greater than 0.005, which shows there is no statistical difference among the quality of work life factors and job productivity with regards to the respondent's educational level.

Table 4: ANOVA for Work Experience

Factors	Less than 5 years	5-10 years	11-20 years	More than 20 years	F value	P value
Job enrichment	4.31	3.93	3.55	3.42	4.671	0.002**

Job autonomy	4.28	4.22	4.11	4.32	6.912	0.001**
Job security & stability	3.34	3.15	3.13	3.11	3.045	0.031*
Flexi time	3.45	3.21	3.11	3.03	3.031	0.27*
Employee involvement	4.24	3.54	3.91	4.45	6.212	0.002**
Job Productivity	3.13	4.12	3.99	3.43	4.532	0.004**
Overall factors	4.81	4.67	4.02	4.16	9.114	0.001**

Interpretation: ANOVA test was performed to check whether there is a significant difference among the respondent's work experience and the factors of the study. From the table 4, it indicates the p value is less than 0.005 which states that there is significant difference among the respondent's work experience with respect to the Quality of work life factors and the job productivity.

Table 5: T Test for Gender

Factors	Male	Female	t value	P value
Job enrichment	3.56	4.07	2.065	0.041*
Job autonomy	3.99	3.86	16.087	0.001**
Job security & stability	4.18	4.16	0.231	0.814
Flexi time	2.73	3.67	3.009	0.003**
Employee involvement	3.98	3.81	2.018	0.044*
Job Productivity	3.32	3.88	2.121	0.048*
Overall factors	3.98	3.89	15.122	0.001**

Interpretation: T- test is executed for the independent sample with the group of male and female. This test is used to find out the whether there is a difference between the means of the factors with respect to the gender. From the table 5, it is clear that 5 QWL factors (Job

enrichment, job autonomy, flexi time, employee involvement and job productivity) have a significant difference means among the two gender groups are analysed.

Table 6: Multiple Regression Analysis:

Variables	Unstandardize d co-efficient	Standard error	Standard Co- efficient	t value	P value
Constant	-1.495	0.773	-	1.927	0.095
Job enrichment	0.138	0.025	0.613	5.737	0.001**
Job autonomy	1.234	0.298	0.443	4.133	0.004**
Job security & stability	0.143	0.029	0.573	5.667	0.001**
Flexi time	1.159	0.301	0.379	3.969	0.004**
Employee involvement	0.129	0.019	0.644	6.391	0.000**

Multiple R value: 0.982

R square value: 0.964

F value: 85.144

P value: <0.001**

The multiple correlation coefficient is 0.982 which measures the degree of association between the actual value and the predicted value of job productivity. This value indicates that there is a strong and positive relationship between the job productivity and QWL factors. The R square value is 0.964 which means 96.4% of variation in job productivity that have impacted on QWL factors.

The multiple regression equation is

$$Y = -1.495 + 0.138 X_1 + 1.234 X_2 + 0.143 X_3 + 1.159 X_4 + 0.129 X_5$$

It can be concluded that there is a significant relationship between QWL factors and job productivity.

Results and Discussion:

The study aimed to investigate the relationship between quality of work life factors like job enrichment, job security & stability, job autonomy, flexi time, employee involvement and job productivity among the IT professionals. It also aimed to test the statistical difference among the respondent's demographic profile regarding QWL factors and job productivity. Hypotheses are formed accordingly, to test the hypothesis analysis is done. The results shows that there is a statistical difference in QWL factors and job productivity among age of the respondents, except the job enrichment factor since it has no difference among the age of respondents. It also indicates that there is no difference between the QWL factors and job productivity among the educational level. It also shows that there is a significant difference among QWL factors and job productivity. The test results shows that the 5 factors of QWL i.e., job enrichment, job autonomy, flexi time, employee involvement and job productivity have a significant difference with respect to the

gender. Multiple regression is done to find out the degree of association among QWL factors and job productivity which shows a strong and positive association. It can conclude there is strong association between the QWL factors and demographic profile of the respondents and positive influence among QWL factors and job productivity. So, when an organisation concentrates more on providing quality of work life to their employees, they can see a positive influence on the job productivity level.

Suggestions:

From the results it can be concluded that Quality of Work Life have a great impact on job productivity. Apart from providing the adequate compensation, rewards & recognition, training and development it is also suggested to follow some techniques to provide the quality of work life which will increase the employee engagement and job productivity on large. The organisation can provide flexible work schedule to their employees like staggered work hours, compressed work week and flexi time. These enable the employee to balance both the personal and professional life of an employee. Offering self- managed work groups where they can plan and manage the activities of the group on themselves which enables the job autonomy so the employees feel more responsible towards their work and have a freedom to make decisions. The organisation can also provide job enrichment techniques like job rotation, combined task and job crafting to their employees which also make the employees engaged. Satisfactory job security has a positive impact on quality of work life. The organisations can also make use of management by objectives and quality circles techniques to make employees feel involved. These techniques can make influence on the quality of work life of an employee.

Conclusion:

With the respect to above study, it can be concluded that measuring the Quality of Work Life of an employee is a most difficult task. There are many factors that influence the professional balance between the work and personal life. These factor's outcome has instant effect on employee's behaviour which includes their positive attitude towards work and colleagues, job satisfaction, engagement and commitment and enormous effect on their job productivity. Finally, it is proved that organisation can get effective and efficient i.e., higher job productivity when they offer high leverage of quality of work life to their employees.

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