

# NEXUS AMONG QUALITY OF WORKING LIFE AND EMPLOYEES' JOB INVOLVEMENT IN PROVINCIAL SMALL AND MEDIUM SCALE ENTERPRISES

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## **ABSTRACT**

Quality of work life or humanisation of work is an emerging trend in managing human resources effectively. Manpower efforts and commitments are the base of organisational success. Fostering workforce for organisational effectiveness is a challenging task but loosing that workforce after putting so many efforts are even harder for organisation. Unfavourable working condition and ill-work cultures are major paradigm and leads to problem like employees' attrition and absenteeism. Healthy HRD climate and culture will ensure workers' job involvement and organisational commitment to enhance organisational productivity. Quality of work life plays like an effective tool to ensure organisational commitment and job involvement in workforce and make a healthy work environment for the growth and development of both workers and organisation. Basically small and medium scale industries of India are facing ill-work culture and unfavourable working conditions. The present study was conducted with an attempt to examine antecedents and consequences of quality of work life on job involvement. Industrial corridor of Sambalpur, Odisha was chosen to conduct our survey because of densely populated small and medium firms. Parametric test has been applied in this study as per necessity.

**Keywords:** Quality of Work Life, Job Involvement, Organisational Commitment, Attrition

## **Introduction:**

Twenty first century is known as knowledge society. The intellectual quests have taken primacy over the physical labour. Changing

dynamics of the knowledge workers are shifting the aged Human Resource (HR) trends and climates. Multi-National Companies (MNCs) and renowned companies have already changed their HR

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policies as per the demand of time well in advance. But more than sixty hours work week; especially in small and medium scale industries are creating instability among workforce. As a result of this, workers' Non-Work Life (NWL) clash with their Work Life (WL) and is threatening seriously to Work Life Balance (WLB) and related issues in organisational climate and commitment. This is where Quality of Work Life (QWL) matters a lot in enhancing job involvement and organisational commitment (OC) among workers by creating an efficient human resource development (HRD) climate.

Indian Industrial Relation (IR) and workers' strike is catching maximum eyes these days. Frequently industrial engagement problems are breaking the backbone of our industrial policy. Industrial strike, lock out and employees' turnover are major concerns of our country. Lack of workplace peace and harmony; is not only damaging the image and productivity of firms; but also affecting both personal and WL of the workforce. QWL is a thread which ties workers' personal and social life with their WL. Both the organisations as well as the individual get benefits out of this.

### **1.1. Statement of Problem:**

Problem remains with the workers that they have been inequitably and unfairly treated at their workplace. Organisations are losing also employees' continuity; even, they are spending a lot to retain their manpower. It is not only a problem in term of financial or productivity loses but also a problem of loosing brand image in the society. Companies are striving to ensure harmony in organisational and workers' interest.

### **1.2. Significance of the Study:**

Changing dimensions of Human Resource Management (HRM) is a tough task for HR managers. Especially, Small and Medium Scale Enterprises (SMEs) are failing to cope with the new trends. Without establishing a new work culture and organisational climate; it is quite not viable to survive in the market in long term. Redesigning QWL according to the present demand will strengthen the favourableness of a work environment or HRD climate. Better QWL will not only owe OC of workers but also leads to workers' job involvement (JI). QWL deals with employees' motivation, organisational commitment, work culture and climate and

related issues; that's why so important in this turbulent business era and Strategic Human Resource Management (SHRM).

Overwhelming industrial growth in Sambalpur district of Odisha is expected to reduce local unemployment. But the expectation is still far away from the reality. Failure of employment generation for local people is one of the concern and we are not addressing that in our study. We are concerned about the job attractiveness. Failure of creating a healthy and sound work culture; and organisational climate to retain valued human capital. Instability in employment is one of the major concerns of this area. Paradigm of HRD climate is a major challenge for career driven manpower as well as for the industries. Breaking the trust on employment opportunities; companies are going nowhere in the society. Neither the industries, nor the society or individuals are satisfied by such a work culture. This type of industrial growth is of no meaning. That's why QWL plays a significant role in these industries.

### **1.3. Objectives of the Study:**

Purpose of the study is to extrapolate different facets of QWL that establishes

stability in HR.

- § To study QWL in terms of benefit to HRD climate and work culture.
- § To examine relationship between QWL and job involvement.
- § To enumerate feasible solutions for the challenges identified in our study.

## **2. Literature Review:**

“QWL is a multi-dimensional construct that refers to overall satisfaction with WL along with a cumulative sense of belonging to a working group, becoming oneself and being worthy and respectable” (Morin and Morin, 2004).

Many researchers' have given various definition and concept of QWL. Wayne F. Casio (2002) divided the concept of QWL into two parts. One part equates QWL with organisational objectives, conditions and practices. The other part equates QWL with workers' perception about safety, satisfaction, well-being, growth and development opportunities. Simply QWL is understood by the degree of human needs met by the organisation.

## 2.1. Meaning and Definition of QWL:

QWL is defined as “those perceived important personal needs, which an individual tries to satisfy by working in an organisation” (Chris Argyris, 1975). It has been also defined as “the quality of relationship between employees and the total working environment” (Inda, 2013). Even Aswathappa (2008) said that, “QWL is ensured when members of an organisation are able to satisfy their important personal needs through their experiences in the organisation”.

To enhance economic status, many people put their hard labour and effort but still strive to get a good WLB (Ashwini and Anand, 2014). Present-day workers are willing to stick in a workplace which gives them job security, job satisfaction, value for their work, recognition and career opportunities. Organisations are evolving culturally, demographically and structurally leading to demand on multi-skilled employees to meet the ever changing job requirements. It is creating job security problem among workers. In the other hand companies are also loosing valued invested human capital in the look of foreign head

hunt. This is a serious threat and neither the companies nor the workers are getting benefits out of this. That's why Ashwini J. and Dr. D. Anand (2014) said that “attrition does not just affect the headcount, but results in the loss of knowledge and skills that the employees take back with them on leaving an organisation”. They added, “QWL is a vital criterion that needs to be focussed by the organisations to achieve higher productivity and business goals and retain employees”.

According to Hillmer et.al (2004), emotional exhaustion, high stress, lower job satisfactions are main causes of high attrition rate in organisation. Workers' abuse and ill-treatment degrades employees' self-esteem and self-efficacy. An unfavourable working condition in the workplace leads to decrease employees' job satisfaction; affecting physical as well as mental health and provokes turnover intentions in workers (Kemery et.al, 1987).

Workers' turnover intention is a major extent on their WL stress (Cropanzano et.al, 2003; and Chen et.al, 2010). Inability to cope up in workplace stress tends to lead for quite the organisation (Zhang et.al, 2010). QWL is an effective tool to endure, manage and retain

manpower in any establishment (Sandrick, 2003). Elements of QWL are the, appropriate and fair compensation; working conditions; use and development of capabilities; chance of growth and security; social integration in the organisation; constitutionalism; work and total space of life; and social relevance of work in the life (Walton, 1974).

Attention to workers' well-being serves as cornerstone for an effective OC to work. Hence, higher performance of motivated and satisfied workers; increase the ability of the establishment to deliver better quality of products and services (Berry, 1976). This is how QWL enhance JI in the workplace that leads to enhance organisational productivity as well as WLB and job satisfaction.

## **2.2. Quality of Work Life (QWL) and Job Involvement (JI):**

OC is very popular in industrial and organisational psychology (Cohen, 2003). It is both the physical along with behavioural involvement as well as attachment with the assigned task and organisation. Workers' willingness to devote loyalty and effort to any establishment is the base of OC (Kanter,

1968). Performance, absenteeism, employees' attrition, tenure and organisational goals are very much influenced by OC (Meyer and Allen, 1997). Meyer and Allen (1997), developed a framework of commitment in which "affective commitment refers to emotional attachment, identification with and involvement of an employee in the organisation; i.e. an employee intrinsically desires to continue in the organisation. Effective QWL is an instrument to enhance working conditions as per workers' perspective and Organisational Effectiveness (OE) as per organisational perspective (Ali and Zilli, 2013).

QWL refers to the degree of employees' satisfaction, participation, motivation, commitment and accountability in the workplace that satisfy workers' in terms of personal needs in organisation, home and society. Workers' satisfaction leads to job involvement and to be more satisfied with his teammate and organisation (Bazzaz, 2006). Workers need a rewarding climate that boosts their motivation to be effective and creative at their work. Healthy QWL ignite workers JI which leads to OE as well as

individual's personal development; both, in terms of financially and socially (Md. et.all. 2015). According to Green (2006), JI can be defined as *“a variety of processes and structures which enable, and at times encourage, employees to directly and indirectly contribute to and influence decision-making in the firm and in the wider society”*. JI is of both formal and informal type which has its own benefits in different area (Gonzzlez, 2009).

### 3. Data sources and methodology:

This paper basically deals with empirical data. On the basis of various research interests appended in our study, we have collected data from different sources as necessity and nature of work. The evidences are drawn from both primary and secondary sources of data. The primary data has been collected by means of structured questionnaires and interview method. Framework of questionnaire is prepared with the help of five point Likert scale, nominal scale and ordinal scale as required. We have concentrated on the workers' population in Indian SMEs at Industrial corridor Sambalpur. We have restricted our study to Sambalpur District of Odisha. Data collected by means of both simple as well as stratified

random sampling as per necessity. 100 samples were taken into our consideration for the present study. Both parametric test like regression analysis and nonparametric test like ANOVA have been applied as per suitability. Simple statistical measure has also been applied wherever necessary. For the purpose of scale construction and analysis of our field survey; we have developed three variables of QWL to test the relationship with JI or workers' satisfaction. These variables are identified, modified and taken out from Walton's (1974) 8 variables and N.Q. Herrick and M. Mc. Coy's 4 variables. The variables are modified and developed according to the need and practices of concerned SMEs. The framework of variable development is given in table no. 1.

**Table No. 1: Framework of Variable Development for the Study**

| 8 Variables of Walton[1]               | 4 Variables of N.Q. Herrick and M.Mc.Coy[2] | 3 Variables Developed for this Study                                             |
|----------------------------------------|---------------------------------------------|----------------------------------------------------------------------------------|
| Fair and appropriate compensation      | The Principle of Equity                     | Equity in benefits, recognition and growth prospects ( <b>QWL-A</b> )            |
| Social integration in the organisation |                                             |                                                                                  |
| Growth and security Working conditions | The Principle of Security                   | Favourable working conditions and career opportunities ( <b>QWL-B</b> )          |
| Use and development of capabilities    |                                             |                                                                                  |
| Work and total space of life           | The Principle of Individualism              | Work-life balance and reputation at society for dignity of work ( <b>QWL-C</b> ) |
| Constitutionalism                      |                                             |                                                                                  |
| Social relevance of work in the life   | The Principle of Democracy                  |                                                                                  |

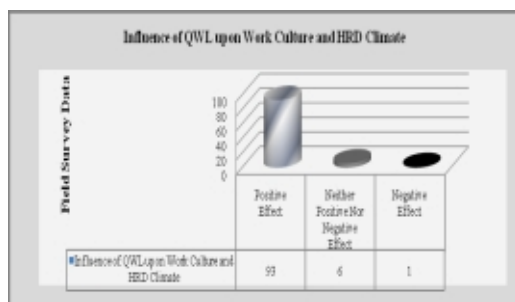
**Source:** Author's own construction with reference to related articles and literature.

#### 4. ANALYSIS AND INTERPRETATION

##### 4.1. Data Analysis

Based on my first objective; I have tried to know the influence of QWL on work culture and HRD climate at SMEs. For that, I have asked some related questions to workers in the field survey and the result of that is presented on figure. 1.

**Figure. 1:** Field survey report of QWL's influence on work culture and HRD climate:



**Source:** Author's own calculation.

93% people understand that if QWL increases at workplace then automatically there is a rise in work culture and HRD climate. They also agreed; if the culture and climate are favourable then that leads to boost OC and JI. However 6% people remain neutral in their approach to this and neither agreed nor disagreed upon this. But 1% population said high QWL have a

negative effect on workplace and create indiscipline and rivalries among workers. Anyhow 93% is a more than good number and we should go with them. So it is interpreted that QWL has a positive consequence on work culture and HRD climate.

Now based upon the second objective I have examined the relationship between QWL and JI. This is done in two phase. As most of the SMEs are not taking QWL practices seriously; I have tested workers' perception about the influence of QWL on their JI. This is the first phase of our test which is analysed with the help of regression analysis on the basis of Hypothesis. I. The second one is based upon practical QWL practices and their effect on workers. It is the test of some of the QWL initiatives on workers' satisfaction practiced on their organisation. This is tested with the help ANOVA test and Hypothesis.2. The hypotheses are given below and results of the analysis are given in the table. 2 and 3 respectively.

##### **Hypothesis 1:**

- Y Null hypothesis ('Ho'1): QWL doesn't influence JI at workplace.
- Y Alternative Hypothesis ('Ha'1): QWL influence JI at workplace.

## Hypothesis 2:

- Y Null hypothesis ('Ho'2): QWL practices in the SMEs are not able to owe workers' satisfaction at work.
- Y Alternative Hypothesis ('Ha'2): QWL practices in the SMEs are able to owe workers' satisfaction at work.

**Table No. 2: Regression Analysis of QWL influence on JI as per Workers' Perception:**

| SL. No. | Variation             | Intercept  | X Variable |
|---------|-----------------------|------------|------------|
| 1       | JI (Y - variable) and | 925511     | 1.9345     |
|         | QWL-A (X - variable)  | (27.2073)* | -14.7339   |
| 2       | JI (Y - variable) and | 85.1879    | 1.3022     |
|         | QWL-B (X - variable)  | (7.7479)*  | -4.9278    |
| 3       | JI (Y - variable) and | 91.6785    | 5.4564     |
|         | QWL-C (X - variable)  | (20.8233)* | -11.4933   |

**Source:** Author's own calculation: X variables **QWL-A, B, and C** are taken from table.1.

**Note:** Figures in parentheses indicates the calculated 't-statistics'.

\* Indicates significance of the 't-statistics' at 5% level of significance.

**Table No. 3: ANOVA Test between Workers' Satisfaction and QWL practices in SMEs:**

| Variation                                                        |         | Calculated 'F' Value | Tabulated 'F' Value |
|------------------------------------------------------------------|---------|----------------------|---------------------|
| Workers' Satisfaction upon Various QWL Initiatives Taken in SMEs | QWL - A | 0.0416               | 5.3176              |
|                                                                  | QWL - B | 0.0312               | 5.3176              |
|                                                                  | QWL - C | 0.4392               | 5.3176              |

**Source:** Author's own calculation: Variables **QWL-A, B, and C** are taken from table.1.

**Note:** \* Indicates significance of 'F' statistics at 5% level of significance.

## 4.2 Interpretation and Major Findings:

On the basis of the study I can say; “workers' believe that QWL influence on their JP”. The rejection of '**Ho**'1 and acceptance of '**Ha**'1 shows; there is a significant relationship between QWL and JI as per regression analysis at 5% level of significance. But the QWL practices are not able to owe workers' satisfaction in SMEs. The QWL initiatives are not affective as required as per our ANOVA test because we can see the acceptance of '**Ho**'2 and rejection of '**Ha**'2 at 5% level of significance. This means SMEs are failing to implement effective QWL in spite of knowing the value of QWL at their workplace. Workforce are well known and well recognise about the benefits of QWL but unfortunately not able to test its fruit because of the falsely policy of SMEs and losing faith and OC upon their respective work and establishment. Workers' also believe that effective QWL programme will leads to make a healthy work culture and HRD climate, so that they can enhance their OC and belief upon respective institution. This is a very unusual and peculiar thing where everybody realizes the need of QWL but actually lacking at their workplace especially in SMEs.

## **5. SUGGESTIONS AND RECOMMENDATIONS:**

Major and renowned players of Indian firms have already implemented QWL successfully in their establishment. They have added various dimension into it and invested a lot in QWL to make it successful. Financial concerns may not allow SMEs to invest such a huge amount to QWL. But humanisation of work should be a greater concern for SMEs. Small things like equity, working conditions, safety, recognition and WLB etc. affects a lot in QWL. SMEs must take care of that part only. Conservative approach is another challenge of QWL in SMEs. Contemporary and competitive positive mindset of SMEs can easily pass up implementation problem of QWL. SMEs must think and redesign work, hour and payment system; so that they can make a healthy QWL measure for their workers as well as for them also.

## **6. CONCLUSION:**

Workforce are the strength of any establishment, so need to be treated fairly and with respectfully for their sincere hard work and effort. The workers' have to full fill their personal demand and also demand of their dependents. Hence, a balance between

workers' WL and NWL is very important for their QWL. WL stress always influence employees' NWL. WLB is a big issue in present day. To sustain the pressure of WLB; healthy QWL is very essential. Goodwill at work can enhance OC and JI of employees; which is very much important for their career growth. Even it is much better for organisational growth. Favourable HRD climate boost the morale of workforce and motivate them to give their best at workplace. QWL also linked with willingness to take responsibility at work. SMEs of Sambalpur; are presently not effective to provide a healthy QWL to their workforce and facing attrition, lockout, absenteeism and many more like this. By redesigning SHRM; the SMEs can solve the problem; unless it will be very challenging to cope up with the competitive and turbulent labour market. This is a knowledge based society having knowledge driven workforce. Unfair treatment and humanisation of work can affect the image of the company in the society. QWL plays a significant role to make a healthy society; where both the workforce and companies can prosper simultaneously. JI makes employees' realising their responsibility and dignity for work. Respect,

recognition and rewards are influencing factors in human values; and can be utilised in QWL to empower it. QWL and JI can solve most of the HR issues in any establishment. This is the essence of QWL in JI and OC.

### **6.1. Limitations of the Study:**

There are some limitations embedded in this study that needs to be kept in mind while discussing the results and findings. The research work is limited to a particular geographical area and deals with only selected SMEs. Concept of QWL is restricted to only JI and OC. Further I may say that, the sample may not be accurate to every aspect as the sample will be selected only with our

limits. The identified variable may not suitable for every organisation because we have targeted only SMEs of our region.

### **6.2. Scope for Future Study:**

There are lots of scopes in this area. Though QWL research was started earlier than 1970s, still some of the area has not yet covered.. Challenges still remain with the huge unorganised sector of our country. They are far away from QWL concept. QWL in unorganised sector will be a great work. This study is restricted to some limitations and all of these will be taken as a scope for future.

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