



**AN ANALYSIS ON QUALITY OF WORK LIFE AND ORGANIZATIONAL
EFFECTIVENESS**

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Abstract

A healthy workplace is a place where everyone works together to achieve an agreed vision for the health and well-being of workers and the surrounding community. It provides all members of the workforce with physical, psychological, social and organizational conditions that protect and promote health and safety. It enables managers and workers to increase control over their own health and to improve it, and to become more energetic, positive and contented. In return, the workforce is more stable, committed and productive. The present study aims to identify the organizational effectiveness in Industries and to ascertain the Quality of Work Life among the executives. The universe of the study refers to the workers of the selected 5 manufacturing industry related organizations in Tiruchirappalli district of Tamilnadu. The total strength of the universe is 320 executives. The sample size taken to conduct the research is 100 executives. 20 executives are selected from each study industry. The respondents were selected by using stratified disproportionate random sampling technique. The study explicit that majority of the respondents are having high level of organizational process and moderate level of various dimensions of Quality of Work Life. The researcher suggest the fact that establish policies and guidelines to protect health and safety of the employees in the workplace and make clear that a company is willing to negotiate with a labour union.

Key words: Healthy work place, Executives, Organizational effectiveness and Quality of work life

INTRODUCTION

Quality of Work Life in an organization is essential for the smooth running and success of its employees. The work-life balance must be maintained effectively to ensure that all employees are running at their peak potential and free from stress and strain (Quinn, 1988). The Quality of Work Life can affect such things as employees' timings, his or her work output, his or her available leaves, etc. Quality of Work Life helps the employees to feel secure and like they are being thought of and cared for by the organization in which they work. An organization's HR department assumes responsibility for the effective running of the Quality of Work Life for their employees. Rakesh Kumar, (2003) argued that more pragmatically identified the essential components of Quality of working life as; basic extrinsic job factors of wages, hours and working conditions, and the intrinsic job notions of the nature of the work itself. He suggested that relevant Quality of working life concepts may vary according to organization and employee group. Eaton, et al., (1992) 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, safe work environment, equitable wages, equal employment opportunities and opportunities for advancement. Gilgeous, (1998) in his study —Designing Quality into Work Life found that improvements in the quality of work life are achieved not only through external or structural modifications, but more importantly through improved relations between supervisors and subordinates.

Quality of Work Life is an approach which justifies the adoption and procedures according to the improvement of general conditions of work environment (Prasad, 2005). The relationship between effectiveness and Quality of Work Life is a mutual one, namely that improving Quality of Work Life and emphasizing tangible factors such as salary, accommodations, job security and the like provide peace of mind and comfort of imagination for the employees of any organization to a higher extent, this results in the enhancement of workforce effectiveness (Normala and Daud, 2010). On the other hand, effectiveness in enhancement creates a feeling of achievement, usefulness, and effectiveness in work environment (which is itself one of the human needs) in the individual which leads to enhancement of Quality of Work Life. Therefore, it can be said that the relationship between effectiveness and Quality of Work Life is a mutual, interactive and progressive relationship (Datta, 1999). The investigator has made an attempt in this regard and has undertaken the current study to analyze the Quality of Work Life and organizational effectiveness among workers with special reference to manufacturing industry in Tiruchirappalli district. It is also offer suitable suggestions for

the organization to take up the necessary steps to improve the Quality of Work Life among its workers and improve the organizational effectiveness.

METHODS AND MATERIALS

The present study aims to understand the organizational effectiveness in industries and ascertain the Quality of Work Life among the executives. The research design chosen is descriptive in nature. The universe of the study refers to the workers of the selected 5 manufacturing industry related organizations in Tiruchirappalli district of Tamilnadu. The name of the industry is TDCL Limited., Anand Engineering Ltd., Rana Break Line, Trichy Steel Rolling Company and GK & Sons. The total strength of the universe is 320 Executives. The sample size taken to conduct the research is 100 executives. 10% of the universe has been taken for the research. 20 executives are selected from each study industry. The respondents were selected by using stratified disproportionate random sampling technique. Structured interview schedule was used for primary data collection. Secondary data was collected from earlier research work, various published journals, magazines, websites and online articles. The deductive approach identified eight dimensions and their indicators from the various premises and theories on Organizational Effectiveness. The dimensions identified included Organizational Process, Organizational Psychology, Organizational Commitment, Organizational Transition, Training Programmes, Employees Commitment, Managerial effectiveness, Job Satisfaction; Safety Measures, Growth and Overall. A questionnaire was designed incorporating the dimensions and their indicators identified from the literature. The deductive approach identified eight dimensions and their indicators from the various premises and theories on Quality of Work Life. The dimensions identified included Adequate Fair and Equitable Compensation, Safe and Healthy Work Place, Opportunities for Personal and Professional, Ethical Organizational Actions, Constitutionalism, Job Security, Supportive Work Culture and Employee Privacy issues. It is a self report five point rating scale ranging from 'Strongly Agree' to 'Strongly Disagree' weighted 5,4,3,2,1 on the scale points. Additional indicators of effectiveness and quality of work life also obtained. Simple Percentage Analysis, Chi – Square Analysis, 't' test and Regression Analysis are the tools used for data analysis.

RESULTS AND DISCUSSION

Socio-Demographic characteristics

Table 1
Socio Demographic Characteristics of the Respondents

S.No	Attributes	Categories	Percentage
1	Age	• 20-30 Years	68
		• 31-41	20
		• 41-51	12
2	Sex	• Male	80
		• Female	20
3	Marital Status	▪ Married	54
		▪ Unmarried	46
4	Educational Status	• Diploma	30
		• Under graduate	32
		• Post Graduate	32
		• Professional	6
5	Years of Experience	• 1 Year	10
		• 2 Years	38
		• 3Years	52
6	Monthly Income	• 20001 – 30000	40
		• 30001- 40000	22
		• Above 40001	38
7	Domicile	• Urban	46
		• Semi Urban	32
		• Rural	22
8	Family Type	• Joint Family	32
		• Nuclear Family	68

From the Table 1 it is found that a majority (68 percent) of the respondents belong to the age group of 20-30 years. But 20 percent of the respondents belong to the age group of 30-40 years. It is found that absolute majority (80 percent) of the respondents is male and the remaining 20 percentage are female. It is observed that undergraduate and post graduate respondents are 32 percent each and 30 percent of the respondents are diploma holders. Half (52 percent) of the respondents have had 3 years of working experience and 38 percent of the respondents have had 2 years of working experience.

Table 2
Distribution of the respondents by various dimensions of Organizational Effectiveness

S.No	Attributes	Categories	Percentage
1	Organizational Process	•High	42
		•Moderate	32
		•Low	26
2	Organizational Psychology	•High	53
		•Moderate	29
		•Low	18
3	Organizational Commitment	•High	48
		•Moderate	26
		•Low	26
4	Organizational Transition	•High	44
		•Moderate	23
		•Low	33
5	Training Programmes	•High	49
		•Moderate	23
		•Low	28
6	Employees Commitment	•High	30
		•Moderate	44
		•Low	26
7	Managerial Effectiveness	•High	48
		•Moderate	16
		•Low	36
8	Job Satisfaction	•High	50
		•Moderate	24
		•Low	26
9	Safety Measures	•High	42
		•Moderate	22
		•Low	32
10	Growth	•High	42
		•Moderate	26
		•Low	32
11	Overall	•High	54
		•Moderate	20
		•Low	26

Table 2 explicit that majority of the respondents have had higher level of favourable attitude towards various dimensions of organizational effectiveness such as organizational process (42 percent), organizational psychology (53 percent), Organizational commitment (48 percent), Organizational transition (44 percent), Training Programmes (49 percent), Managerial Effectiveness (48 percent), Job Satisfaction (50 percent), Growth (42 percent) and Overall level of organizational effectiveness (54 percent). These findings were corroborated with the findings of Gilgeous, (1998) he argued that most academics and HR practitioners would agree that our understanding has dramatically increased about what capabilities and skills contribute to an organization's effectiveness. The HR academics and practitioners must work even more closely

together to understand the trends and to translate theory into usable and practical recommendations for managing highly dynamic organizational environments.

Table 3
Perception of Quality of Work Life with regard to its Various Dimensions

S.No	Attributes	Categories	Percentage
1	Adequate Fair and Equitable Compensation	•High	23
		•Moderate	50
		•Low	27
2	Safe and Healthy Work Place	• High	15
		• Moderate	58
		• Low	27
3	Opportunities for Personal and Professional Development	• High	28
		• Moderate	42
		• Low	30
4	Ethical Organizational Actions	• High	23
		• Moderate	50
		• Low	27
5	Constitutionalism	• High	32
		• Moderate	48
		• Low	20
6	Job Security	• High	30
		• Moderate	45
		• Low	25
7	Supportive Work Culture	• High	23
		• Moderate	52
		• Low	25
8	Employee Privacy issues	• High	20
		• Moderate	47
		• Low	33
9	Overall	• High	23
		• Moderate	50
		• Low	27

Table 3 revealed that majority of the respondents has moderate level of various dimension of Quality of Work Life such as Adequate Fair and Equitable Compensation (50 percent), Safe and Healthy Work Place (58 percent), Opportunities for Personal and Professional Development (42 percent), Ethical Organizational Actions (50 percent), Constitutionalism (48 percent), Job Security (45 percent), Supportive Work Culture (52 percent), Employee Privacy issues (47 percent) and overall (50 percent). The researcher suggests the fact that HR managers have to build and maintain QWL providing a wide range of fringe benefits. Fringe benefits and social security benefits result in improvement in productivity, reduction in absenteeism, turnover, sick leave, alienation etc., These

benefits are: safety measures, legal and financial services, consumer services, retirement benefits, conveyance, canteen facilities, recreational services, career counseling and employee's information reports.

Table 4

't' test between the respondents type of family with regard to Organizational effectiveness

S. No.	Type of Family	\bar{X}	S.D.	Statistical Inference
1.	Organizational Process			t = 5.577 P < 0.05 Significant
	Joint	2.176	0.727	
	Nuclear	3.000	1.286	
2	Organizational Psychology			t = 2.214 P > 0.05 Not Significant
	Joint	2.676	1.014	
	Nuclear	3.547	1.119	
3	Organizational Commitment			t = 6.760 P < 0.05 Significant
	Joint	1.647	1.271	
	Nuclear	3.415	1.350	
4	Organizational Transition			t = 3.814 P < 0.05 Significant
	Joint	6.000	2.179	
	Nuclear	8.962	2.948	
5	Training Programmes			t = 2.568 P < 0.05 Not Significant
	Joint	9.5425	3.5482	
	Nuclear	9.7542	3.3277	
6	Employees Commitment			t = 8.864 P < 0.05 Significant
	Joint	6.8845	2.6782	
	Nuclear	9.7892	2.6942	
7	Managerial Effectiveness			t = 3.814 P < 0.05 Significant
	Joint	5.8793	2.6587	
	Nuclear	9.2578	3.5487	
8	Job Satisfaction			t = 6.355 P < 0.05 Significant
	Joint	8.5478	1.2583	
	Nuclear	9.2547	1.4587	
9	Safety Measures			t = 2.557 P < 0.05 Significant
	Joint	11.2547	2.5487	
	Nuclear	12.2578	2.6987	
10	Growth			t = 2.678 P < 0.05 Significant
	Joint	5.4587	1.2658	
	Nuclear	8.2458	1.6324	
11	Overall			t = 5.345 P < 0.05 Significant
	Joint	12.5481	3.5487	
	Nuclear	14.2548	4.2581	

It is inferred from the Table 4 that there is a significant difference between type of family of the respondents with regard to various dimensions of organizational effectiveness such as Organizational Process, Organizational Commitment, Organizational Transition, Employees Commitment, Managerial Effectiveness, Job Satisfaction, Safety Measures, Growth and overall level of organization effectiveness. However, there is no significant difference between type of family of the respondents with regard to various dimensions of organizational effectiveness such as organizational psychology and training programme. Further, the mean score indicates that type of family of the respondents specifically, those who are followed nuclear family system has influence the level of organizational effectiveness experienced by industrial workers.

Table 5
Association between age, educational qualification and experience of the respondents with regard to organizational effectiveness

S.No	Attributes	Categories	Statistical Inferences
1	Age	• Organizational Process	10.235* df= 4
		• Organizational Psychology	11.846*
		• Organizational Commitment	10.699*
		• Organizational Transition	5.236 NS
		• Training Programmes	14.225**
		• Employees Commitment	14.112**
		• Managerial effectiveness	7.214 NS
		• Job Satisfaction	12.368*
		• Safety Measures	8.547NS
		• Growth	10.547*
		Overall	14.235**
2	Educational Qualification	• Organizational Process	14.987* df=6
		• Organizational Psychology	15.365*
		• Organizational Commitment	14.365*
		• Organizational Transition	9.253 NS
		• Training Programmes	8.254 NS
		• Employees Commitment	16.325*
		• Managerial effectiveness	17.254**
		• Job Satisfaction	9.324 NS
		• Safety Measures	13.254*
		• Growth	15.478*
		Overall	11.365NS
3	Experience	• Organizational Process	18.654**
		• Organizational Psychology	12.133* df= 4
		• Organizational Commitment	11.235*
		• Organizational Transition	6.918 NS
		• Training Programmes	12.325*
		• Employees Commitment	16.325**
		• Managerial effectiveness	10.365*
		• Job Satisfaction	9.978*
		• Safety Measures	13.012*
		• Growth	6.325 NS
		Overall	15.325**
		• Overall	16.321**

* Significant at 5 % level ** Significant at 1% level NS Not Significant

It is inferred from the table 5 that there is a significant association between the age of the respondents with regard to various dimensions of organizational effectiveness like Organizational Process, Organizational Psychology, Organizational Commitment, Employees Commitment, Job Satisfaction, Growth and Overall. However, there is no significant association between the age of the respondents with regard to various dimensions of organizational effectiveness such as organizational transition, employee commitment and safety measures. The mean score indicates that age has influenced the level of organizational effectiveness. Further, that there is a significant association between the educational qualification of the respondents with regard to various dimensions of organizational effectiveness like Organizational Process, Organizational Psychology, Organizational Commitment, Employees Commitment, Job Satisfaction, safety measures and Overall. However, there is no significant association between the educational qualification of the respondents with regard to various dimensions of organizational effectiveness such as organizational transition, training programmes, managerial effectiveness and growth. The mean score indicates that educational qualification has influence the level of organizational effectiveness. While, that there is a significant association between the experience of the respondents with regard to various dimensions of organizational effectiveness like Organizational Process, Organizational Psychology, Employees Commitment, Safety measures, Organizational transition, Training programmes, Managerial effectiveness, Growth and Overall. However, there is no significant association between the experiences of the respondents with regard to various dimensions of organizational effectiveness such as Organizational Commitment and Job Satisfaction. The mean score indicates that educational qualification has influence the level of organizational effectiveness.

Table 6
Association between age, educational qualification and experience of the respondents with regard to Quality of work life

S.No	Attributes	Categories	Statistical Inferences
1	Age	• Adequate Fair and Equitable Compensation	10.7828 df=4
		• Safe and Healthy Work Place	
		• Opportunities for Personal and Professional	11.5628
		• Ethical Organizational Actions	5.324 NS
		• Constitutionalism	15.231**
		• Job Security	9.452 NS
		• Supportive Work Culture	11.354*
		• Employee Privacy issues	6.412 NS
		• Overall	12.865*
2	Educational Qualification	• Adequate Fair and Equitable Compensation	12.124 NS
		• Safe and Healthy Work Place	
		• Opportunities for Personal and Professional	14.563*
		• Ethical Organizational Actions	16.254*
		• Constitutionalism	10.954 NS
		• Job Security	14.298*
		• Supportive Work Culture	18.961**
		• Employee Privacy issues	13.724*
		• Overall	10.562 NS
3	Experience	• Adequate Fair and Equitable Compensation	8.562 NS
		• Safe and Healthy Work Place	
		• Opportunities for Personal and Professional	11.968*
		• Ethical Organizational Actions	12.872*
		• Constitutionalism	14.325**
		• Job Security	12.967*
		• Supportive Work Culture	6.297 NS
		• Employee Privacy issues	10.895*
		• Overall	12.249*

* Significant at 5 % level ** Significant at 1% level NS: Not Significant

It is inferred from Table 6 that there is a significant association between the age of the respondents with regard to various dimensions of quality of life of work such as Adequate Fair and Equitable Compensation, Safe and Healthy Work Place, Ethical Organizational Actions, Job Security, Employee Privacy issues and Overall. However, there is no significant association between

the age of the respondents with regard to various dimensions of quality of life of work like as Opportunities for Personal and Professional development, Constitutionalism and Supportive Work Culture. The mean score indicates that age has influenced the level of quality of life of work experienced by industrial workers. Further, that there is a significant association between the educational qualification of the respondents with regard to various dimensions of quality of life of work such as Safe and Healthy Work Place, Opportunities for Personal and Professional development, Constitutionalism, Job Security and Overall. However, there is no significant association between the educational qualification of the respondents with regard to various dimensions of quality of life of work like as Adequate Fair and Equitable Compensation, Ethical Organizational Actions and Employee Privacy issues. The mean score indicates that age has influence the level of quality of life of work experienced by industrial workers. While that there is a significant association between the experience of the respondents with regard to various dimensions of quality of life of work such as Safe and Healthy Work Place, Opportunities for Personal and Professional development, Constitutionalism, Job Security, Ethical Organizational Actions, Supportive Work Culture and Overall. However, there is no significant association between the experience of the respondents with regard to various dimensions of quality of life of work like as Adequate Fair and Equitable Compensation and Job Security. The mean score indicates that age has influence the level of quality of life of work experienced by industrial workers.

Table 7
Regression results testing the relationship between quality of work life and organizational effectiveness

Model	R	R Square	Adjusted R Square	F change	Std. Error of the Estimate	Sig.
1	.754(a)	.569	.559	55.418	.31924	.000

Regression result has been used to measure the dominant factors for organizational effectiveness such as job satisfaction, Organizational Process, Employee commitment, Training Programmes and quality of work life. The correlation of coefficient is (+.754). The R-square adjusted is .559. Thus, the model composing of job satisfaction, Organizational Process, Employee commitment, Training Programmes and quality of work life can explain about 55.9 percent of the total variation in organizational performance and also the result is statistically significant at the level of .05. These findings were in line with the findings of Connolly, et al., (1980).

Table 7
Coefficients (a)

Model	Unstandardized coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)					
Job satisfaction	.325	.211	.483	2.897	.051
Organizational Process	.457	.086	.569	3.845	.013
Employee commitment	.569	.075	.621	5.616	.000
Training Programmes	.432	.051	.382	4.215	.032
quality of work life	.687	.031	.897	6.214	.000

QWL is having a highly significant relationship with organizational performance and the level of significant was 1 percent followed by Employee commitment that explained 89.7 percent and 62.1 percent. Training programme is significant with 5 percent level, it was explain that 38.2 percent of total variance. Organizational performance was relationship with organizational effectiveness at the level of 5 percent that explained 56.9 percent of total variance. Job satisfaction is significant with organizational performance and the level of significant was 5 percent that explained 48.3 percent. Result further revealed that QWL was related to organizational effectiveness.

SUGGESTIONS

General suggestions for Employees and for Workplace:

1. Provide fair wages and close formal labour contracts with all the employees, preferably for a long period.
2. Enable staff to take part in occupational training or other types of training, which enhances their career opportunities. Alternatively, have low educated staff trained by staff members who have enjoyed higher education.
3. Establish policies and guidelines to protect health and safety of the employees in the workplace.
4. Refrain from doing business with companies that violate the ILO-conventions; where necessary use legitimate influence to encourage companies to uphold these standards.
5. Establish a Worker's Council and contribute to a constructive relation with the Council through transparent communication and respect for employees.
6. Set an 8-hour working day as a standard and always pay for social security for the employees, possibly in a collective arrangement.

7. Make clear that a company is willing to negotiate with a labour union. Remind that trade unions may seem to be strongly politicized, but at a company level this politic involvement is usually less strong.
8. Choose a management tool to introduce and maintain labour standards in operations, and promote the use (or set the requirement to use) a similar monitoring system at local supply chain partners.
9. Safety measures could be improved in the organization so that worker safety could be ensured and accidents could be minimized.
10. Workers may be encouraged to offer suggestions for making improvements in the organization. This makes them feel their importance in the company.
11. Sufficient training programs can be arranged so that the worker productivity could be improved.
12. Appropriate pay strategies could be evolved to give fair and adequate compensation to the employees. Performance based increments would improve the performance of the workers.

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