

ASSESSING THE IMPACT OF QUALITY OF WORK LIFE PRACTICES ON ORGANIZATIONAL EFFECTIVENESS

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ABSTRACT

The new changing global work environment demands for high commitment from employees, in terms of spending more productive time at work, handling multiple tasks, higher workloads and balancing the personal and professional spectrums of life at the same time. There is an all round demand for developing the humanized job which can satisfy worker's higher needs, employ their higher skills and make them better employees, spouses and parents. This demand for redesigning has come to be known as Quality of Work Life. Quality of work life is all about bringing a positive change in the work space through a set of initiatives enhancing and improving the life at work, resulting in a win-win situation for both, employees and organization. The concept of Quality of work life becomes imperative for Information Technology Industry which is characterized with high workloads and high level of stress among employees.

Purpose – The purpose of this paper is to investigate the prevailing Quality of work life policies and practices in the IT companies. The study also discovers how the quality of work life practices affects the organizational effectiveness. At the same time it proposes a conceptual framework of QWL practice and organizational effectiveness.

Design/Methodology/Approach –The study used quantitative approach methodology. Data was collected through Questionnaire & Interviews from a sample of 282 employees working in different IT companies in North India region. The questionnaire used seven dimensions to assess the quality of work life in a particular company, categorized as job satisfaction, working conditions, opportunity for continuous growth, work life balance, stress at work, social relationships, organizational culture and communication. Organizational effectiveness is assessed through five dimensions; overall employee satisfaction, promoting work life balance, career advancement, employee retention and improvement in organizational climate. The data was organized and analyzed with the help of Statistical Package for Social Science (SPSS) 22.0. The statistical tools used in the study include frequency distribution, descriptive statistics, the Correlation and Regression Analysis.

Findings – The overall findings of the study are encouraging. Analyses were carried out to determine the factors associated with (a) perceived Quality of work life and (b) Organizational effectiveness. The findings suggest that IT companies have different levels of QWL mainly because of their size and growth. Interestingly, finding shows that the five companies where the QWL levels are measured high, they are large sized companies which follow global standards and benchmarks of QWL. The result of coefficient of correlation between QWL and Organizational Effectiveness was found to be positive and significantly high. It suggests that high level of QWL results into high level of organizational effectiveness and low levels of QWL may affect the effective in adverse manner.

Quality of work life has been found to be the key predictor of employee commitment and their decision to stay in the company for long. An equation of selected independent variables on commitment among 282 employees proves that determinants of QWL affect the level of employee commitment. Their commitment level was essentially determined by job satisfaction and work life balance. The results reveal a positive, significant and strong relationship between QWL and career advancement in the organization. It is also seen that the improvement in QWL activities encourage employees as well as management to promote more and more learning in the organization moving towards career advancement.

To analyze the relationship of QWL and organizational climate, coefficient of correlation was calculated which resulted in a significantly positive high score. Higher the QWL levels, higher will be the improvement in the

organizational climate. In addition to this, lack of participative decision making, dissatisfaction with the benefit plan, non frequent corporate communication was found to have a direct effect on Stress levels of employees.

Overall, the high performance work practices are suggested to significantly increase the employee commitment. Further it can be said that the ability of organization to provide better QWL to retain their IT professionals has been a critical factor in the effort to achieve strategic business goals and organizational effectiveness.

Keywords: Quality of Work Life (QWL), Organization Effectiveness, Work-Life Balance, Job Satisfaction, Information Technology

Paper type: Research paper