

**IMPACT OF QUALITY OF WORK LIFE ON EMPLOYEE'S  
COMMITMENT AND PERFORMANCE OF IT FIRMS  
IN DELHI NCR**

**Ph.D. THESIS**

by

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JUNE, 2016**

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IN DELHI NCR**

**A THESIS**

*Submitted in partial fulfilment of the  
requirements for the award of the degree  
of*

**DOCTOR OF PHILOSOPHY**

*in*

**DEPARTMENT OF POLYMER AND PROCESS ENGINEERING**

*by*

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**JUNE, 2016**

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## CANDIDATE'S DECLARATION

I hereby certify that the work which is being presented in the thesis entitled, “**IMPACT OF QUALITY OF WORK LIFE ON EMPLOYEE’S COMMITMENT AND PERFORMANCE OF IT FIRMS IN DELHI NCR**” in partial fulfilment of the requirements and for the award of the Degree of Doctor of Philosophy and submitted in the Department of Polymer and Process Engineering of the Indian Institute of Technology Roorkee, Roorkee, is an authentic record of my own work carried out during a period from January, 2013 to June, 2016, under the supervision of Dr. Ashu Khanna, Assistant Professor, Department of Polymer and Process Engineering, Indian Institute of Technology Roorkee, Roorkee.

The matter presented in the thesis has not been submitted by me for the award of any other degree of this or any other Institute.

**(Radha Yadav)**

This is to certify that the above statement made by the candidate is correct to the best of my knowledge.

**Date:**

**(Ashu Khanna)**

**Supervisor**

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## ABSTRACT

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With the world changing rapidly, managing an organization has become an increasingly complex act. Companies engage in close competition, aiming to attract better quality of human resources to gain advantage over its competitors in various sectors. Quality of work life has proved to be one of the most important factors associated with long term retention of employees within an organization. A standout amongst the most distressing job today is in the Information Technology (IT) field. Not very far in the past, IT experts were amazingly all around regarded and required. As innovation progressed quickly, there was a popularity for software engineers and designers. Information technology has changed the image of the India from agriculture oriented to innovative India. This sector gives the employment directly about 2.5 million people in India, so it is necessary to find out what this sector offers to employees in terms of quality of work life. Quality of work life is a process by which an organization responds to employees' needs by developing mechanisms to allow them to share fully in making the decisions that design their Quality of work life lives at work. Quality of work life is all about the needs and demands generated at the work place by the employees, and management tries to accommodate them, to expedite accomplishment of the goal of the organization. It develops commitment in the employees and enhance the growth of the organization.

The purpose of this study was to determine the factors influencing Quality of work life which develop the attachment of the employees and enhance the performance of the organization. The study focused on the IT sector of Delhi NCR region which is huge in itself after Bangalore. The study developed and empirically tested a hypothesized model to understand the dimensions of Quality of work life as well the various types of commitment of employees in IT sector. Through the development of the theoretical framework based on the previous empirical findings, the study incorporates critical factors such as Quality of work life, organizational commitment and organizational performance's variables. The main objective of the study was to identify the impact of Quality of work life on employee's commitment and performance of the IT firms.

The data collection for the present study was conducted using convenient and cluster sampling method. This survey approach adopted was considered appropriate for this study, as it is difficult to find respondents who have available time, which is highly limited, in the premises of IT firms. Primary and secondary source data is used for the study. Primary data has been obtained by distribution of questionnaire and by face to face interaction with employees in the premises of company. Secondary data is collected through capital line and money control. The total number of large cap companies are around 30, approx. in IT sector in Delhi NCR region. Delhi NCR region is the 2<sup>nd</sup> Hub of Information Technology in India. Therefore, well-known IT firms in Delhi NCR were identified. The sample size for the study consisted of 618 respondents of 21 companies. The purpose of the questionnaire was to get information about various variables used in the study. The various variables includes in study are: demographic variables, variables of Quality of work life, variables of organizational commitment and variables of the organizational performance. The variables assessing organizational performance are: return on capital employed, total assets turnover ratio, cost per employee and profit per employee.

Statistical package for social science (SPSS), version 20.0, is used to analyze the quantitative data and qualitative data. Data was obtained from the survey through distribution of questionnaire. Firstly, exploratory factor analysis was used for the extraction of important variables from principal component analysis, rotated component matrix and communalities. It is necessary to check the reliability of the data which is checked by the Cronbach's alpha. Shapiro-Wilk test and Kolmogorov-Smirnov test were used to check the normality of the quality of work life and organizational commitment. Variance inflation factor and tolerance values were used to check the Multi Collinearity among the variables. Linear Regression model is employed to check goodness fit test and association of QWL with the organizational commitment. Mixed model of regression is applied to find out the association between the demographic variables with the quality of work life and organizational commitment in which the name of the organization is taken as a fixed effect. ANOVA is employed for analyzing the mean scores of quality of work life and organizational commitment across all selected IT companies and in the last Pearson Correlation is applied to check the association of quality of work life and organizational commitment with organizational performance variables.

The findings of the study reveals that that impact of quality of work life such as: career progress and development, peer and superior relationship, rewards and recognitions, work life balance, peer relationship, superior relationship and job security, definitely work to get the attachment of the employees towards organization. If organization provide low quality of work life to employees then employees will surely not get attached to the organization and it increases the burnout state of the employees and subsequently the employees move away from the organization. These terms such as: burnout, attrition, etc. directly affects the cost and environment of the organization, which is not good for the organization in terms of growth and competition. The findings of the study is that there is a positive correlation between the quality of work life and organizational commitment at the one percent significance level. There is a significant positive correlation between the quality of work life and variables of organizational commitment. The highest positive correlation is between quality of work life and normative commitment at the one percent significant level.

Study exposes the important factors of quality of work life that attract the employees. The factors of quality of work life like time pressure, work load and career growth are important three predictors, which play a vital role in the life of employees' to create attachment towards the organization where peer relationship, work load, time pressure, pay, work life balance and career promotions and development are highly significant with the normative commitment, it means these dimensions create an obligation in employees to stay in the organization. On the other side, peer relationship, work load and career promotions and development are highly significant factors for employees' to continue their job in the organization. Peer relationship, time pressure, work load, career promotion and development, pay and work life balance are positively significant with the organizational commitment. The study gives the important dimensions of the quality of work life which creates commitment in today's IT employees towards organization. The role of the demographic variables is an important in the lives of employees to establish their association with quality of work life and organizational commitment. The results is that there is positive significant relation between the qualification and number of dependents with the quality of work life at the five percent significance level, at the same time work experience below 5 years and married employees are positively related to their perception towards quality of work life but are not very significant . There is also positive significantly relationship between the educational qualification

and number of dependents with the organizational commitment at the five percent significance level.

This study also focuses on the organizational performance of the selected companies, and reveals that it is influenced by the perception of quality of work life and organizational commitment of the employees. The relationship of quality of work life and organizational commitment of the companies are highly significant and its effect on the organizational performance, which says revenue per employee is directly affected through high quality of work life and organizational commitment. Revenue per employee and total assets turnover ratio of the company depend upon the effectiveness of the employees. It is possible for employees to contribute in increasing revenue per employee and total assets turnover ratio after getting better quality of work life from the organization. The findings of the study reveals that revenue per employee and turnover ratio is positively related with the quality of work life and organizational commitment at ten percent level of significance, it means that the impact of better quality of work life develops committed employees who generate revenue and improve total assets turnover ratio in return for the organization.



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## ACKNOWLEDGEMENT

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Finally, I have got this opportunity to acknowledge the support and contribution of all who had shown faith in me during the entire journey of completion of research. The journey of three years has brought me valuable new experience in both academic and personal perspectives.

First of all, I am obliged to “The Almighty God” for giving me strength and patience to complete this journey with calm and peace.

I am thankful to my supervisor Dr. Ashu Khanna for all the support and encouragement, she has provided throughout the duration of PhD program. Under her guidance I have learned a great deal about the many facets of research. Her prompt inspirations, timely suggestions with compassion and dynamism have enabled me to complete my thesis. This experience has been both challenging and extremely rewarding. I will always look back on this mentorship experience with fond memories.

I owe the deep sense of gratitude to Dr. V.K Singh for his kind help and guidance for encouraging me to undertake this research. His guidance and support played a crucial role in successful completion of this project.

I would like to thank Professor Yuvraj Singh Negi, Head, Department of the Polymer and Process Engineering, for providing me all necessary facilities.

I would also like to extend my grateful appreciation to student research committee members Dr. Sanjit Mishra, Dr. Tripti Mahara for their continued support and assistance during the entire research study. In addition, I would like to express appreciation to Dr. Satish Kumar for his support towards research and his valuable suggestions throughout this undertaking.

I am highly indebted and thoroughly grateful to my family especially my mother Mrs. Shivani Yadav and my elder brother Mr. Sushil Yadav, they made me what I am today. Thank you for your support in all my ups and downs.

I would like to mention few special names without whom this journey would not had been completed. I am grateful to Vaibhav Sharma for believing in me and encouraged me throughout

the years. I would also like to extend my special thanks to Ms.Wardah Salman Akhtar; I cannot express in words how much her incredible understanding, care, and support means to me. She is the one who always motivated me. I am thankful to Ranu Amliyar for boosting my morale and standing by my side all the time.

I would like to thank all my friends Neha Bansal, Vrinda Garg, Ankita Sharma, Santosh Yadav, Amit Chauhan and Randhir Rajput for their patience and persistence in encouraging me to complete this work. Thank you all for your support throughout this Research.

In the last, I sincerely acknowledge University Grant Commission for the financial assistance in the form of fellowship provided to carry on this research.

I would also like to thanks the administrative and technical staff members and institute Indian Institute of Technology, Roorkee to providing me all the requirements and support related to my research.

**(RADHA YADAV)**

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## LIST OF ABBREVIATIONS

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1. QWL: Quality of work Life
2. OC: Organizational Commitment
3. OP: Organizational Performance
4. JS: Job security
5. PS: Peer and superior Relationship
6. PM: Participative Management
7. WL: Work load
8. WP: work place
9. SH: Safety and harassment
10. WLB: Work life Balance
11. P: Pay
12. G: Grievances
13. RR: Rewards and Recognition
14. FB: Fringe Benefits
15. C: Communication
16. AC: Affective Commitment
17. NC: Normative Commitment
18. CC: Continuance Commitment
19. ROCE: Return on capital employed
20. TATR: Total assets Turnover ratio
21. RPE: Revenue Per employee
22. CPE: Cost Per employee
23. ANOVA: Analysis of Variances
24. SPSS: Statistical packages for social sciences
25. VIF: Variance Inflation factor
26. KMO: Kaiser Meyer Olkin

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2. Radha Yadav & Ashu Khanna, “A comprehensive study of quality of work life in private educational sector”; 4<sup>th</sup> Indian Academy of management conference, IIM Lucknow, 10-13 Dec, 2015
3. Radha Yadav & Ashu Khanna, “Scrutinize the relation of spirituality and stress of the students; 2<sup>nd</sup> International conference on science, technology and management”; Delhi University, Delhi, 26 Sep, 2015
4. Radha Yadav & Ashu Khanna, “Employees’ satisfaction on Quality of Work life in State Bank of India”; International Conference on Humanities, Literature and Management; University of Quebec, Dubai, 10-11 Jan, 2015.

**SECTION-1**  
**INTRODUCTION**

# CHAPTER 1

## INTRODUCTION

---

### 1.1. Introduction

An organization can obtain the employees physical presence at a given place, or can measure number of skilled muscular motions per day while at the same time enthusiasm, loyalty, etc. are factors that cannot be obtained until true devotion of an employee is earned from providing intrinsic and extrinsic benefits to employees. These benefits boosts an employee's productivity and satisfaction. Life is often metaphorically described as a bunch of roses, with its fragrant blossoms and sharp thorns. To maximize the enjoyment one gets from smelling roses, one needs to skilfully tackle the thorns. Similarly, in any work environment, to maximize productivity and efficiency, QWL becomes of paramount importance in handling the figurative "thorns".

Gone are the days where employees would prioritize merely their physical and material needs. In these days, the factors like career growth, rewards, recognition, and better opportunities are what everyone covets, with people willing to change companies for searching better amenities and services. To optimize an employee's performance in an organization, it is absolutely essential to develop a nurturing atmosphere.

Quality of work life develops within an encouraging atmosphere, which aims to enhance an employee's skills and abilities. Better quality of work life instils passion and enthusiasm, while motivating workers and promoting better interpersonal relations. Good QWL is seen as an umbrella under which employees feel completely fulfilled by the workplace and amplify their wholehearted participation and cooperate with the administration in improving productivity and creating a healthier work environment.

**"The overriding purpose of QWL is to change the climate at work so that the human-technological-organisational interface leads to a better quality of work life." F. Luthans [1]**



“QWL is a way of thinking about people, work and organizations; its distinctive elements are (i) a concern about the impact of work on people as well as on organizational effectiveness, and (ii) the idea of participation in organizational problem-solving and decision making.” —Nadler and Lawler

Quality of work life is not a new concept in research; in fact it has been evolving since 1998 till present, becoming an obligation in every organization, whether it is related to telecom sector, IT sector, education sector, banking sector, etc. QWL is manifested when the employee’s incentive to work in the form of both monetary and non- monetary services are provided by the organization [2]. Organization can fulfill critical individual needs through their involvement in the organization. Quality of work life refers to the “ favorableness or unfavorableness of work environment for individuals” [3]. A high QWL is essential for organizations to continue attracting and retaining of employees. The continuously revised policies and programs like performance appraisal, career growth, work life balance, participative management, etc. have created a positive impact on the morale of the employees [4].

S. P. Robbins (1998) defined QWL as “a process by which an organization responds to employees’ needs by developing mechanisms to allow them to share fully in making the decisions that design their QWL lives at work”. QWL is all about the needs and demands generated at the work place by the employees, and management tries to accommodate them, to expedite accomplishment of the goal of the organization” [5].

QWL is a philosophical term based on the principle that employees are the most essential asset in the association as they are reliable, mindful, and fit for making commitments and, subsequently, they ought to be treated with pride and regard [6]. QWL life plays an important role in the organization, similar to an umbrella which covers a multitude of concepts like job security, career growth, rewards and recognition, workplace, superior and peer relations, grievance handling

process, participative management, etc. QWL means the sum total of values, both materials and non-materials, attained by the worker throughout his work life [7].

## **1.2. Evolution of quality of work life**

The term “Quality of work life (QWL)” appeared firstly in research journals and press in USA in 1970’s. Louis Davis introduced the term QWL in the International QWL conference that was held in Toronto in 1972. After that, the global committee for QWL was set up in 1972. From 1980 onwards QWL was progressively set on representative focused efficiency programs. Second International Conference on QWL was held in Toronto in 1981 pulled in 1,500 interests in which, there were 200 unionist and 750 administrators joined with academicians, advisors and government authorities in participation. Quality is no more a particular word yet has turned into a need of the human source. In this period, quality of human inputs is the best advantage for any association. The concept came in limelight after the results of Hawthorne experiments (1924-1933) conducted by Elton Mayo and F.J. Roethlisberger. Elton mayo connected QWL with the behavioral approach of management. These experiments turned out to be a breakthrough in changing the center from efficiency to individuals who are in charge of such profitability. Walton (1998) was the first person who described the concept of QWL in a research, with eight dimensions: fair payment, legal positivism, permanent growth and security, opportunity, social dependency, development of individual capabilities, security of environment, and social integration. According to the need of the employees in globalization, the dimensions have been perpetually changing from 1998 till present [8] . QWL also affects the performance of the organization [9]. Revenue growth and profit depend upon the loyalty of the customer, and customer loyalty depends upon the customer satisfaction, which directly connect\ to the services provided by the employees, and employees’ satisfaction depends upon the dimensions of QWL accessible to the employees from the organization [10].

In the starting, researcher discussed the meaning of the QWL in the organization. Now, the question is, why do organization offer better quality of work to their employees? Why do organization spend so much on their employees? This world is full of givers and receivers.

Management works on all these theories to ensure the sustainability of the organization in the market with appropriate growth rate. It is only possible when organization have skillful and fully loyal employees. Organization wants commitment from the employees in return of giving better QWL. It has been said “people and technology enhance the competitiveness of software industry of India”, [11]. If organization gives a better facilities to the employees in terms of better QWL, the employees may be more loyal and committed towards organization.

Commitment means to serve yourself for someone whether it is related to a materialistic thing or a non-materialistic thing. Organizational commitment play a vital role in the organization, through it organization achieves growth, profit and develops market share. Commitment is an attitude and behavior of oneself towards the organization. OC affects the environment at the work place as well as in individual's life [12]. Organizational commitment is that term, which is proportional to an organizational employees' psychological attachment to the organization. OC assumes that employees will stay with the organization and enthusiastically work towards organizational objectives. Commitment changes from individual to individual in light of attachments, commitment, opportunities accessible, monetary advantages and so on[13]. The concept of OC is derived concept from industrial and organizational psychology [14]. Porter, Mowday and Steers (1982) gave the theory based on organizational commitment i.e. the “side-bet” theory that explains OC is the behavior involving individual to the process in which they lock themselves in a certain organization [15]. Three terms that include in OC i.e. faithfulness, long term membership, and extra role behavior. OC has a noteworthy impacts on retention, work execution, and employee's prosperity. High state of affective, continuance, and normative commitment are firmly identified with high retention rates of the organization. This behavioral aspect of OC is explained through calculative and normative commitments. The calculative or normative perspective refers to an employee's commitment to continue working for the organization based on the notion of weighing cost-benefits of leaving an organization [16].

### **1.3. Evolution of Organizational commitment**

Past researches have demonstrated that OC is based on employees' attitude, embracing identification, participation and loyalty. According to Porter et al (1974) an attitudinal perception states to the psychological attachment of the employees' towards the organization. Commonly discussed the models of OC are affective, continuance and normative commitment [15]. Firstly, two dimensions of commitment were introduced i.e. affective and continuance by Allen and Meyer (1984). First dimension, namely affective commitment is described as "positive feelings of identification with, attachment to and involvement in the work organization" [17]. It builds the high retention rates and enhances the profitability and productivity of the organization. After that, Allen and Meyer (1990) characterized the second measurement, to be specific, it is named as continuance commitment which is explained as "the degree which representatives' feel focused on their association by temperance of the costs that they feel are connected with taking off". After further research, Allen and Meyer (1990) included a third measurement, to be specific known as normative commitment. Normative commitment states that "the representative's sentiments of commitment to stay with the association". Thusly, the idea of OC is depicted as a tridimensional idea, portrayed by the affective, continuance and normative measurements [18].

### **1.4. Motive of improving quality of work life and organizational commitment**

Organization has been offering better QWL to get back commitment from the employees.. The motive of organization behind it to raise the profitability of the organization. Satisfied employees work happily for the organization, and generate profit and growth for the organization, employees' makes organization better to sustain in the market. Basically, QWL and OC improve the performance of the organization. "**Organizational performance** can be defined into three forms, which are as follow:

- (a). Financial performance (profits, return on assets, return on investment, etc.),
- (b). Product market performance (sales, market share, etc.),
- (c). Shareholder return (total shareholder return, economic value added, etc.)" [19].

Organizational performance is based on the performance of the employees, performance of the employees would be better after execution of better policies and programs related to QWL. So, we can easily infer that performance of the employees affect the organizational performance significantly.

### **1.5. Statement of the problem**

IT sector is an emerging and continuously blooming sector. IT sector has continued to emerge as the prime engine of economic growth and contributing to nearly 13% of the Indian gross domestic product (GDP). Employees play a tremendous role in achieving the growth in the organization. Employees are capable of undertaking a strenuous job after getting measurable QWL like job security, work load, communication, etc. However, over the last financial year, the sector has witnessed downturns, there is more competition in the IT sector after the recession of 2008. IT sector has been facing ups and downs for the last 10 years, with the employees' facing many problems like layoff, termination, decrement in salary, etc. Employees are the human assets of the organization and have been directly affected by the recession. With the advancement of technology, organizations began putting resources into the change of the work environment, attempting to make it appropriate to the physical, mental, and social needs of its employees, as this approach to forces its differential face in the business sector [20] [21]. This is the main reason behind choosing IT sector for this research: to know the QWL of IT sector and rationalize the result. In the present time, it is crucial to estimate how much employees feel secure over their jobs, and how they balance their family life. The aim of this study is to listen to the employees of this sector, to investigate the factors that boost their performance, and to offer suggestions to improve their work-life balance.

Today's organization has been focusing on the growth and profitability of the organization. India is different from the other countries in the terms of work culture [22]. It is the need of the hour to develop pre-assignment induction programs, and to train employees in developing inter cultural environment in multinational companies [23], because work culture is based on the culture changes instantly. Bureaucratic thinking is overlapping in the Indian society, it develops conflict

between the male and female employees at work place and in family [24]. But now days, things have been changing, employees are not discriminated on the basis of gender.

The study aims to find the association between the QWL with organization commitment and organization performance of the IT companies located at Delhi NCR region. The Delhi NCR Region employs the second largest workforce in the IT Sector, after Bangalore, and hence is chosen for being employee centric, given that employees form the success key of an organization.

### **1.6. Objectives of the study**

The aim of this study is to deliver the indication based information that will enhance the performance of IT sector through exploring and assessing QWL and performance of IT sector. The study has been designed to attain the following objectives.

1. To find out the level of quality of work life and organizational commitment among the IT employees of various IT firms.
2. To understand the association of demographic variables of employees' with their perception towards the quality of work life.
3. To understand the association of demographic variables of employees' with their perception towards the organizational commitment.
4. To understand the association of dimensions of quality of work life and organizational commitment.
5. To identify the relationship between employees' quality of work life and organizational performance of IT firms.
6. To find out the relationship between the employee's organizational commitment and organizational performance of IT firms.

### **1.7. Significance of the study**

The study gives an overview of the various dimensions of quality of work life on organizational commitment and organization performance of the IT firms in Delhi NCR region. The study provides an insight on how organizations develop and make changes in the QWL to get committed employees. The study also throws light upon impact of QWL and OC on organizational performance. Findings of the study can benefit different sections like individuals, organizations, managers and society at large.

Managers can do work on those variables which are significantly related to QWL and OC. Individuals spend a major portion of their lives at the work place making the QWL offered to them a central part of their life. Absenteeism, turnover, burnout, boredom, stress are the result of improper QWL [25]. QWL is a broad concept which conceals all the things related to workplace and employees' work life. . Family life, working life and social life are the life space of human being. Hence, it is very important to balance each component because of any failure in one affects the other. Individuals spend their nine hours in an office, employees' happiness and satisfaction depends on their working life. A working individual is the major factor of happiness for the family, so it all depends on the QWL offering by the organization, which maintain the work and life of the individual. Society should be made up of happy and satisfied individuals, if employees feel happy then it affects the other members related to them, and it makes the society more peaceful and cheerful.

Main role of organization is to get a strong establishment in profit making but to have satisfied employees as well. if organization pay attention on employees' needs and demands in the term of QWL, employees can happily focus on the needs and demands of the customer that contribute in the growth of the organization and it generate profit [26]. This study will help in increasing the organizational commitment of employees' leading to higher organizational performance. The findings of this study can help the managers to understand the sentiments of the employees and they can incorporate the hidden feelings of the employees while constructing the human resources policies for improving the quality of work life for their employees in the organization. IT firms can work on the work life balance to improve the life and work life of the employees'

## **1.8. Structure of the thesis**

The topic selected for research in this study includes three parts namely QWL, OC and organizational performance. The study intends to measure degree of QWL of the employees of Information Technology firms. Structure of the thesis is divided into three sections. First section covers the first and second chapter i.e. introduction and literature review. The second section discusses the third and fourth chapters which throws light on research design and development of questionnaire respectively. The third section presents the results and discussions which is divided into three chapters' i.e. Fifth chapter, sixth chapter, seventh chapter and eight chapter that focus on association of demographic variables with QWL and OC, relationship of with QWL and OC and association of organizational performance with QWL and OC, concluding observations from the results and scope for the further research respectively. Brief introduction of every chapter of section-wise is discussed below:

**Section 1-** This section presents the two chapters which are as follow:

The first chapter covers the introduction and evolution of the QWL, OC and organizational performance. Statement of the problem and objectives of the study are also discussed in the sub sequence part. After this, significance of the study is discussed.

The second chapter discusses the past research on QWL and OC in different sectors to analyze the impact of certain variables. This review helped in identifying useful variables for the study. The chapter is divided into three sections, first section discusses the literature review of QWL with its selected dimensions. Second section covers the literature review on impact of QWL on OC and third section includes the literature review of impact QWL on organizational performance.

**Section 2-** This section presents the two chapters that are as:

The third chapter covers the research design that includes the data collection, sampling method, sample size, statistical tools used to analyze various hypothesis of the study.

The fourth chapter provides an overview of the design of the questionnaire, the variables used, validity and reliability of the variables as well as items. Pilot study is used to design of the questionnaire by using the expert's comments and validity of the questionnaire checked by using principal components analysis, rotated component matrix and communalities of the variables. Reliability of the items checked by using the Cronbach's alpha. The last portion of this chapter



discusses the operationalization of variables used in the study after checking their validity and reliability of the items.

**Section 3-** This section covers the three chapters which are as:

The fifth chapter covers the data cleansing, test of normality, multi Collinearity and association between the variables (dimensions) of QWL and OC. In the starting, missing data and outliers are detected and removed by using the process of data cleansing. Normality of the data is checked by the using of skewness, and kurtosis as well Kolmogorov statistics and Shapiro Wilk test. Later on, the association between the QWL and OC

The sixth chapter discusses the characteristics of the respondents and multi Collinearity of the demographic variables among variables i.e. QWL and OC. In the last, significance level of demographic variables with QWL and OC by using linear mixed model is discussed

The seventh chapter focuses on the covers the association of IT companies with QWL and OC by using one way ANOVA. It is also discussed about the companies who are offering better QWL and getting commitment from the employees. Last part covers the correlation between the organizational performance's variables with QWL and OC by using Pearson correlation. So, it can be easily infer that performance of employees affect the organizational performance significantly.

**Section- 4:** This section explains the eight chapter that are as follow:

The eight chapter represents the concluding observations from the results and discussions. Firstly, chapter represents the observations from the quality of work life, organizational commitment and organizational performance. After that, chapter discusses the implications for the study and in the last, scope of future and limitations of the study is discussed.

## **Summary**

This Purpose of this chapter is to introduce the major variables used in the study. Evolution of quality of work and organizational commitment is discussed to get familiar with the variables. Motives of QWL and OC is explored for the necessity of the chosen variables. This chapter clears the statement of the problem and significance of the study. Structure of the thesis is developed in this chapter to understand the format of the thesis.

## **CHAPTER 2**

### **LITERATURE REVIEW**

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#### **2.1. Introduction**

This chapter deals with a brief review of the literature on the relevant research work. A careful and thorough literature review is essential to write about research at any level. A literature review is not merely a survey of the work, which has been done in past, instead it is done to compare, contrast and correlate with various research works and other relevant sources that are directly related to the current research topic. For this purpose, the various sources like journal, online available articles, working papers, books and reports have been referred for a better understanding of various aspects of related dimensions, and for the finding of research gap for this research work. The entire literature has been divided into three broad topics: (a). Quality of work life (QWL) with its dimensions, (b). Quality of work life with the organizational commitment (OC) and, (c). Impact of quality of work life and organizational commitment on organizational performance. The detail of the findings of research works reviewed for the purpose is given below:

#### **2.2. Quality of work life and its dimensions**

Quality of work life is becoming an imperative issue to achieve the goals of an organization in every sector like education, banking, tourism, manufacturing and many more. Attrition, employees' commitment, productivity etc. depend on the dimensions of quality of work life i.e. job satisfaction, reward and recognition, peer and superior relationship, work life balance, well-being, work environment, etc. When an organization provides a better quality of work life then it develops healthy working environment as well as satisfied employees. Better quality of work life gives better organizational performance. QWL also contributes towards better life for the employees. Quality of work can be improved by employing some practical approaches which in turn enhances the contribution of the employees under task consideration and employees also favor the change in the working culture in innovative way during the task [27]. QWL is the corroboration among the employees and their organization, better QWL improves the family life as well as work

life of the individual. The subsequent section focuses and analyses the literature review on the QWL and its dimensions:

### **2.2.1. QWL and rewards and recognition**

Rewards and recognitions are used in an organization to enhance the motivation of the employees and it also builds a competitive atmosphere among the employees. It is an indirect path to achieve both organizational and individual goal. Rewards and recognitions play an important part to measure the QWL. A study has been done in the past to understand factors influencing QWL by taking empirical evidence from Indian organizations. The study consisted of 100 employees/ respondents. It was found that culture at work place, career development, and relation with supervisor, flexibility in working hours, rewards, motivation, fringe benefits and job satisfaction are important variables of QWL. Factor analysis was used to analyze the validity of the questionnaire by Kaiser Meyer Olkin and Bartlett test of Sphericity. Findings of the study was that performance of the organization is not related to QWL. There is a doubt that whether improvement in QWL will increase expenses on employees. There are some activities which do not invrese the cost, but still motivate and enhance the performance of the employee and organization [28],[29],[30]. Another study was done to measure the job satisfaction of employees' related to job aspects. It proved that rewarding the talented and hardworking employees increases the level of satisfaction at job [29],[31]. A studied on QWL and job satisfaction of employees of VTPS in Andhra Pradesh was done to find out the level of satisfaction among the employees. For this study, sampling was based on stratified random sample technique and sample size of 246 employees was taken. The findings of the study revealed that the rewards and recognitions are significantly related with the QWL. Another study on nurses described the methods of recognition, and results of this study shows that there is significance relationship of financial constraints and non- monetary practices with the recognition. [32]. So, it can be said through the literature that recognition is being used as the tool to enhance the morale of the employees in every sector.

### **2.2.2. QWL and job satisfaction:**

The term job satisfaction refers to the attitude and sentiments of a person about his work. Positive disposition towards the job demonstrates the expression "job satisfaction". When employee feel unfavorable circumstances with negative feeling, it indicates job dissatisfaction [33]. Worker fulfillment is required to execute high-performance or high-commitment towards organization, which lead to high business performance [34]. Numerous measurements of QWL i.e. pay, advancements, supervision, fringe benefits, one's colleague's support, and working hours are positively associated with positive attitude towards the organization (Watson et al., 2003)

Research has been done on employees of freight forwarding and clearing house in Mumbai city that focused on finding the relationship between QWL and job satisfaction. The study has proved that different dimensions of QWL i.e., safe and healthy working conditions, adequate and fair compensation, opportunity for promotions help to polish skills and develop talent in employees. Upon development, human capabilities in employees enhances the career and growth opportunities that improve perception and attitude and also give the satisfaction to the employees. Employees' perception towards their job also depends upon the way dimensions of QWL are perceived [35]. Other researchers have added more variables in determining job satisfaction, namely; (i) fair remuneration (ii) Rewards and recognitions (iii) a safe and healthy work environment; (iv) fair working conditions (v) peer subordinate relationship (vi) supportive colleague . The outcome of the research also demonstrated that there is disappointment in the interpersonal relations among the employees as no appropriate grievance handling procedure was implemented, which affected the job satisfaction [31]. Some studies have shown that different working components are significantly correlated and influence job satisfaction [36],[37]. A study has proved that job satisfaction is the requirement of the employees, it is not based on gender. Satisfaction of the employees is necessary for the all employees whether he is male or a female [38].

### **2.2.3. QWL and salary**

Salary/wages is output of the input of labor for their works. Technically, it covers all the physical and mental work done by the workers or employees, but the income of self-employed is not included in the salary and wages. Salaries and wages basically are known as remuneration, and it

covers the amenities offered by the organization like paid vacations, holidays, and sick leave as well as fringe benefits. QWL is associated with job satisfaction, which is linked to wages, working hours and working conditions. The basic elements of a good QWL are described as safe workplace, impartial wages, equal opportunities for advancement [39]. Many authors have explained the importance of remuneration and stated that this dimension of QWL does affect an employee's work satisfaction and work performance [24]. Employees desire secured jobs and justified salary, which makes them relaxed at the work place and it affects their quality of life [40]. Satisfying needs established by social status and getting justified remuneration builds the bond between the employees and develops an appropriate work environment [41]. Survey on nurse's working life satisfaction proved that the pay and autonomy plays an important role in developing a better QWL [42]. In addition past researches on QWL stated that pay plays a tremendous role in the life of employees [29].

Another study was done on QWL of faculty at the University of Hawaii that focused on identifying the changes in QWL from 1998 to till date. Variables in this study were used such as Employer's relations with the faculty, salary and various demographic factor. The study included all 3,490 members of the University of Hawaii` faculty, it marked as the first survey that was conducted entirely online and yielded 1,340 responses. The study showed that salary has been main variable for satisfaction from the year 1998 to 2006 [43]. A Similar study was conducted on QWL on workers in textile industry at Tripura district. Primary data was collected through the structured interview and data was analyzed by chi-square analysis and weighted average score. Findings of the study revealed that work experience is positively related with the job satisfaction and salary. Salary is associated with the qualification of the individual, it means that education and job experience are the main variables which describe the individual's salary [44]. Even for the employees of organizations like 'healthcare' salary and benefits are important variable of QWL. A study on hospital employees used variables such as salary and benefits payment policies, development and promotion opportunity, and job independence, job satisfaction. Two questionnaire was formulated to analyze the job satisfaction and QWL in this study. Random selection method was used for data collection with sample size of 114 employees. SPSS and LISREL software was used to analyze data in the study. Salary and fringe benefits policies was found positively significant with the QWL [45]. A study has been done on the employees of VTPS

having 246 respondents. Finding of the study said that fair wages and remuneration play significant role with the QWL and job satisfaction. [29].

#### **2.2.4. QWL and career growth and development**

Past researchers discussed frameworks on the QWL and career improvement, which can help managers to assess the employees' subjective reaction to job attributes, and receive fitting measures to expand the noteworthiness of their job and prospects for career progression [6].

According to Roland K. Yeo and Jessica li, culture of openness and trust gives workers the ease with which they create identity for themselves through job enlargement and enrichment [46]. The emphasis is on perceiving adaptability and innovativeness that develops motivation for expanding employees' competence and capacity. Past studies proves that satisfaction in career, achievements in career and career balance are important variables for better QWL [47]. Communication, team work, job identity, performance, training and development was used as the variables of QWL that help in achieving career growth. Need of the training can be visible through the bad output and weak colleague's interaction in the organization. Hence training is required to make employees better for the job which help to boost the career growth [48]. Individual's performance plays an important role in career growth. While job security is no longer a thing that can be promised, employers can ensure that employees maintain the skills that ensure their viability in the job market [49]. Gallie (2003) has suggested that by comparing perceptions of employees towards the quality of their tasks, the extent of their involvement in decision making, opportunities available for their career growth and job security may reveal that there is any difference in QWL of Scandinavian countries and European Union neighbours [50].

Career planning incorporates succession plans, potential appraisals and self-evaluations that are intended to execute career management policies which generally enhance motivation, commitment and performance [51]. Career growth and development affects the working life and make modifications in the life of employees towards the commitment. It changes the perception of the employees towards organization [29].

A study proved that there is critical relationship between the career growth and QWL [30]. Career planning enables individuals to exploit the opportunities available in future as well as current opportunities, while focusing simultaneously on the goals and objectives at hand [52]. A study was conducted that aimed to relate self-esteem, organizational attachment and perceptions of QWL of Jahad-e-Keshavarzi organization in Isfahan. Sample size consisted of 195 respondents for this study. Sampling was done by the random sampling method. Pearson correlation coefficient and multiple regressions were used to analyze the data. This study proved that career growth and development increase the attachment of employees towards organization. Self-esteem of the employees affects the career growth and development [5]. It can be seen in the individuals that conflict between career expectations and actual working life disturb the present life of the employees as well as the students. It generates the stress that leads the individual towards the depression [53]. An experimental study was done to anticipate the dimensions of QWL. For this study, respondents comprised of 475 directors from the organized commerce zones in Malaysia both multinational companies (MNCs) and small medium commercial ventures (SMIs). The results indicated that to provide satisfaction to the individual, growth is necessary in his career [54]. If employee is getting growth in his career, he can cope up at the work place [55]. Another study was conducted on the dimensions of QWL on 334 middle level managers. Findings of this study was that working conditions, opportunities and organization culture affects the job involvement' and affective commitment [56]. Past researches described career growth in a different aspect related with QWL: Few researchers says that it is a feeling of employees towards their work and co-workers [57]. While, other researcher has done on accounting professionals consisting of 121 employees, stated that career growth and commitment are significantly related to QWL and turnover intentions [58]. Human life is uncertain, where components outside of the employee and employer's control may influence the result of career activities. However one thing appears to be indisputable - the best career development move is to perform well in one's current position [59]. A study on QWL in Indonesian public service organization was done with the objective to find out the career development's role in the personal life. A questionnaire with five hundred and ten questions (including scales of QWL and career development) was distributed among employees. Four hundred twenty nine employees returned the filled questionnaires. Demographic variables were also used as the parameters in this study. Linear regression method

was used for analysis of data. Findings of the study proved that there is a significant and positive relationship of career growth that lead profitability and satisfaction [52],[35]. One study gave the three aspects of career such as career satisfaction, career achievement and career balance which has 67% variance with the QWL [4],[47].

### **2.2.5. QWL and job security**

Job security an indirect assurance of job certainty developed in an employee through the quality of work life offered by the organization [60]. Job security is also affected by a worker's performance, success of the business and the current economic environment.

Job security not only relates to an individual's performance but also relates to the policies and plans of the organization. Drobic et al. has suggested that employees have a greater comfort level at their workplace if their jobs and pays are secured, while affecting the QWL [40]. Daniel Feldman quoted that, "where once large corporations were seen as bastions of job security, they are now seen as minefields of job insecurity"[61],[62]. Large corporations, while simultaneously undergoing flattening, also had to experience severe downsizing and restructuring, to account for their loss in revenue. Employee development Programs have undergone changes due to the above drastic factors [63]. Another study uncovered that poor job security and wellbeing, work pressure and procurement of deficient working devices are natural viewpoints that achieve poor QWL [64]. The time has changed. Now a days, job security has decreased the passion and hard work towards the job as supported by some researches, who stated there is no significant relationship of job security with QWL [5].

### **2.2.6. QWL, quality of life and well-being**

The most ideal method for measurement of QWL is to gauge the degree in which individuals' happiness prerequisites are met, for example, necessities which are a fundamental in nature to make human being cheerful [30]. According to the research, Quality of life is different in subjective and objective manners. A study on quality of life in research center of Denmark stated subjective and objective form of QWL. When employees feel good and fully satisfied with the things around them QWL considered as subjective, while employees' satisfaction obtained through



fulfillment of societal and cultural demands i.e. material wealth, social status and physical well-being is considered as objective quality of life. [65].

Most of the past research categorized QWL into three aspects: being, belonging and becoming. 'Being' defines the physical, psychological and spiritual aspect of human being whereas 'belonging' defines the attachments like physical belonging, social, community and 'becoming' covers practical, leisure and growth[66]. The domain of quality of life includes family, associates, work, locality (shelter), wellbeing, education, and spirituality. Union national development program published the annual Human Development Index (HDI) for many countries around the world. According to the report from human development program in 1997, it scrutinizes the wellbeing of every country's citizen is by measured by following parameters:

- life expectancy
- educational achievement
- Standard of living

QWL (QWL) and quality of life (QOL) are the most significant and essential subjects for organizations, while manpower is the most important subsystem, and organizations consider it as an important priority [37]. QOL could be defined as an individual's satisfaction with his/her life, compared to his/her ideal life where evaluation of the quality of life depends on individual's value system and their cultural environment [67],[68]. Various terms is given by the various studies related to QOL which included the following parameters: stratification and inequality, social inequality, wealth and income, poverty, socioeconomic status, and others [69], [70].

### **2.2.7. QWL and participative management**

Participative management is the feeling of employees that involves them in decision making and makes them feel a part of the organization. A study done on participative management and quality of work life, showed the results that employee's idea, learning strategy and economic output are positively correlated with the QWL [71],[72]. In a study conducted in Catalonia by Dolan, et al. which aimed to find out the predictors of QWL observed that the lack of supervision or top

management involvement is indicative of low QWL [73]. Similarly, the significance of top management involvement in driving QWL was covered by (Sinha; 2012, Tao et al ;2007, Saraji & Dargahi ; 2006) [30],[71],[42]. Researchers have done the study that examined the significance level of QWL and OC amongst employees of Malaysian firms. A sample size of 360 workers was taken at the supervisory and administrators' levels in different firms of Malaysia. The variables used for the exploration were career development, work interest, physical environment, supervision, pay, work place integration. The research paper demonstrated that involvement in decision making has positive association with QWL. [74],[75].

### **2.2.8. QWL and communication**

Communication has become an important factor at workplace, with transparency being highly valued. Past researches conducted on QWL of “child protective investigators” have included the following variables to measure QWL i.e. staff development, concern for health and safety, participation in decisions, good communications, and opportunity for advancement [71],[76]. It has been found that communication among employees, between employees and management, etc. plays a vital role in developing better QWL [14].

One major study has been done on the extrinsic, intrinsic and prior determinants of QWL [77]. In this study the variables used for extrinsic traits are salary or other tangible benefits; intrinsic traits are skills, level, autonomy and challenge and prior traits are gender and employment traits, co-workers’ support, supervisor treatment and communication. Survey was conducted in 7 different healthcare sector and respondents were 1,819 staff. The findings showed pay, style of supervision, communication and discretion, all play a role in determining QWL [77].

The finding related to the past researches says that the relationship between QWL and communication suggests that a competitive compensation package needs to be complemented by transparent promotion policies, better communication and supervision [71]; at the same time, communication is an effective tool to drive the QWL. However, the findings of Stein, 1983 did not mention communication as a driver of QWL [8] . Similarly, the findings from the previous studies says that communication is not a driver of QWL [28],[71],[78].

### **2.2.9. QWL and safe environment**

Safe environment includes the safety, security as well as health of the employees, it is truth an individual earns for health and wealth [79]. So, it is the main aspect of QWL. Safety and security of the employees are two different aspects and important dimensions of QWL. It is widely accepted in societies that workers should not be exposed to physical conditions or hourly arrangements that are unduly hazardous or detrimental to their health [80]. Legislation, union action, and employer concern have resulted in continually rising standards of satisfactory working conditions [81]. From the previous studies, it has been found that safety and security is an effective driver of QWL [42],[82],[71]. A study on nurses work environment proves that the safety of the patient rely on the quality of working life of the nurses which is regarding the policy involvement and staffing levels [83].

Safety and healthy environment calls for employee engagement and status in working environment at work place. The term psychological safety was introduced in the dimensions of QWL for retaining the happy employees by ( I M. Nembhard and A. C. Edmondson, 2006) [4],[84]. It is accepted from the literature that safe environment in terms of safety of the employees also important dimension of QWL [85],[63],[86].

### **2.2.10. QWL and peer and superior relation**

Social and emotional interactions play a vital role in an individual's life at work. Sometimes interaction with team members, seniors and juniors make for a healthy environment at work which is a source of reduced stress and enhance the work capabilities. Past studies have been done on employees' perception towards QWL and job satisfaction in manufacturing organization. The sample of 251 employees was chosen for the study. Test applied on the data was factor analysis and bartlett's test of sphericity. Result showed that peers and superiors relationship is not job related aspects [76] . Past researches do not state clearly for this dimension of QWL where some studies says that there is no significant association between peer – superior relationship with QWL [5]. On the other side, researcher says dimensions of QWL i.e. fringe benefits, peer and superior relations, training and development, grievance handling procedures etc., improves the satisfaction level of employees at the 5 % level of significance. [87].

### **2.3. QWL and organizational commitment**

Quality of work life, as an aspect, has evolved and affected a multitude of segments i.e. economical, technological and social era worldwide. To develop OC in employees, QWL should be better in companies. Past researches prove that QWL plays a vital role in generating the willingness to stay in an organization and cultivating a positive attitude towards the job and organization. Different authors have given different statements regarding commitment i.e. OC is a psychological commitment of employees where employees attach themselves to the organization with long term loyalty [88]. The organization also plays a game of give and take by providing employees with job security, promotion opportunities, and better training and development [61],[89]. Dimensions of QWL i.e. fringe benefits, peer and superior relations, training and development, grievance handling procedures etc., improves the satisfaction level of employees and generate commitment in the employees [87]. Studies proves that QWL plays a significant relationship role in enhancing the job satisfaction and organizational performance [77],[55].

One of the dimensions of QWL, namely participation defines relationship with commitment in the past researches. Here, participation includes supervision, peer and superior relationship, and the positive encouragement provided to employees in the organization [90]. Results from the past research stated that supervision, remuneration and welfare schemes are positively correlated with affective, normative and continuance (alternative) commitment [74],[91],[89]. There is significant association between salary and allowances with commitment. Health security and work condition in the factories and industries goes parallel with other dimensions of QWL and has proven to have positive correlation with commitment. Rank wise study of the dependent and independent variables of the QWL i.e. peer and superior relation, health, job security and working condition and work life balance plays a vital role that improves job performance compared to salary and allowances [89],[92],[91],[10].

Study related to academic faculty members at Islamic Azad University in Iran, covered 341 faculty members. The statistical methods of Pearson's correlation coefficient, multivariate regression and path analysis were used and the following results were found. The study proved that QWL is positively and significantly related with OC; it means that OC is an outcome of better QWL [93],[82],[94]. Past studies prove that dimensions of QWL improves commitment. The various dimensions are supervision, pay and benefits, peer and superior relationship, health security, job security and work life balance. Employees' satisfaction and commitment rely on the quality of work what they are receiving from the organization [46],[25],[95],[55]. The previous studies says that fair and sufficient payment in the form of salary and allowances are positively correlated with the OC. [91],[96],[63]. Researcher also found the important variables for OC, which directly affects the OC are fair pay, health and safety and work condition. [94],[29],[89]. Based on the literature, researcher says that dimensions of QWL help and develop the attachment in employees towards the organization which helps in the growth of an organization.

#### **2.4.QWL and organizational performance**

Different meanings have been given to organization performance making it difficult to analyze the performance in a standardized manner. Still, we can measure the overall performance of organization by the degree in which organization, fulfilled social requirements, accomplished their objectives and targets [10],[97],[98],[69]. Work, employees, and organizational structure were the primary focus for performance evaluation. Exploration of different avenues to evaluate organizational performance in the 1960s and 1970s led to defining it as the ability to exploit and access the limited resources present in an environment by the organization [66],[99]. In the 1980s and 1990s, the complexity of identifying organizational objectives was realized in a better way by managers as they identified that success is contingent to the accomplishment of goals (effectiveness) with minimum utilization of resources (efficiency) [45],[82],[95]. Hence, the concept of an organization achieving the set performance objectives, while operating in the constraints set by limited resources, was supported in the theories that followed by (Lusthaus & Adrien 1998) [100]. Thus, profit was only one of the many indicators of performance [49],[10],[6].

It can be said that organizational performance depends on how effectively people work on the given target and accomplish fruitful results. Lebars & Euske, 2006 has given an arrangement of definitions to outline the idea of organizational performance. Performance is an arrangement of money related and nonfinancial indicators which offer data on the level of accomplishment of objectives and results [101],[102]. Another study was carried out on working environment factors that affect QWL among attendants in Petrol stations in Kitale Town in Kenya. The purpose was to recognize the connection between working environment and QWL. Exploratory method was used for the data collection and Pearson correlation was used for the data analysis.

To characterize the concept of performance, it is important to know its fundamental attribute of every range of obligation. To report an organization's performance level, it is important to have the capacity to measure the outcomes. A review and update of the recent financial analysis research covering human resource development by (Swanson, 1998) explains a positive relationship between human resources practices adopted by organization and the performance of the organization [103]. QWL is further enhanced by the reinvestment of financial resources obtained by the increased growth and profitability by the management on employees. Result of the study also showed that organizational performance is positively correlated with work and performance of employees stated by (Schurman, 1998).[49].

Lau studied QWL and performance to provide 'ad hoc' analysis of two key elements of the "service profit chain" i.e. find out the relation between growth and QWL. Organizational performance was evaluated based on growth and profitability of S&P 500 companies. This study focused on 29 companies having all dimensions of QWL while 208 service companies, were selected from the S&P list of 500 which were treated as control group. A study was based on growth of sales and assets of 5 years trend. Author conclusively pointed to a higher growth rate in companies having better QWL than that of the S&P 500 companies. The differences observed among the two categories is statistically significant. On an average service companies having all the QWL dimensions had growth higher than average sales growth rate, while the control group companies had growth rate below average sales growth [9]. Md. Zohurul Islam et al investigated the QWL and organization performance in Dhaka processing zone. Finding of the research showed QWL does not have a significant relation with organizational performance [97].

Psychological capital and its role on QWL, along with the performance of an organization was studied by (S. Mortazabi, 2012). In the study, two public hospitals and two private hospitals, were selected for collection of data from nurses. Random sampling method was used for selection of the sample size of 207 nurses. Exogenous variables included self-efficacy, optimism, hope, resiliency, survival needs, belonging needs and knowledge needs, and endogenous variables include psychological capital and QWL [104]. Scale means, reliability and inter scale correlations was selected to perform data analysis. The results was that psychological capital of human resource of an organization considered as the most pertinent factor that plays a positive role in organizational performance. The relation of QWL and organizational performance is positively significantly correlated with personality traits of the employees [105]. Besides external factors, internal factors as the financial and material sources availability, company policies towards employee that develop the potential for growth and the ability to manage the business play an important role in enhancing organizational performance [26].

## **Summary**

There are some dimensions of QWL which have been taken from literature review. More than 60 literatures were investigated, out of which forty literatures are discussed deeply and the most extracted factors were gauged. The finding shows that there are some drivers that have been used more frequently in literature rather than others. Peer subordinate relationship, cohesiveness were found the highest frequent drivers used in literature which give a positive relationship with QWL and OC. Twelve out forty literatures cited that relationship, cohesiveness are effective drivers of QWL. On the other hand supervision, pay and benefits increase organization commitment of employees and improves QWL. Fifteen out of forty literatures said that pay, benefits and supervision are positively related with the QWL but participation management gave both positive as well as negative relationship with QWL. There is twenty five out of forty literatures stated that there is no relationship between gender and QWL, while age affected the QWL according to ten out of forty literatures. The other important factor which affects the QWL is work experience. In six literatures, work experience is given a positive relation with QWL, implying that if work experience increases, then level of QWL will be increased. It has been seen that the most important

driver was financial rewards, as pointed by literature review; this is due to the financial situation of employees, as employees tend to view reward and compensation that they get from the employer as an appreciation of their efforts from the organization. Better rewards and compensation shows the better involvement of employees in organization. After securing good salary, the employees hope to develop their skills and get promotion to a higher position. Literature also reveals that communication is a way of creating mutual understanding between the employee and employer; many organizations use an open door policy for better performance of the organization.



**SECTION-2**  
**RESEARCH DESIGN**

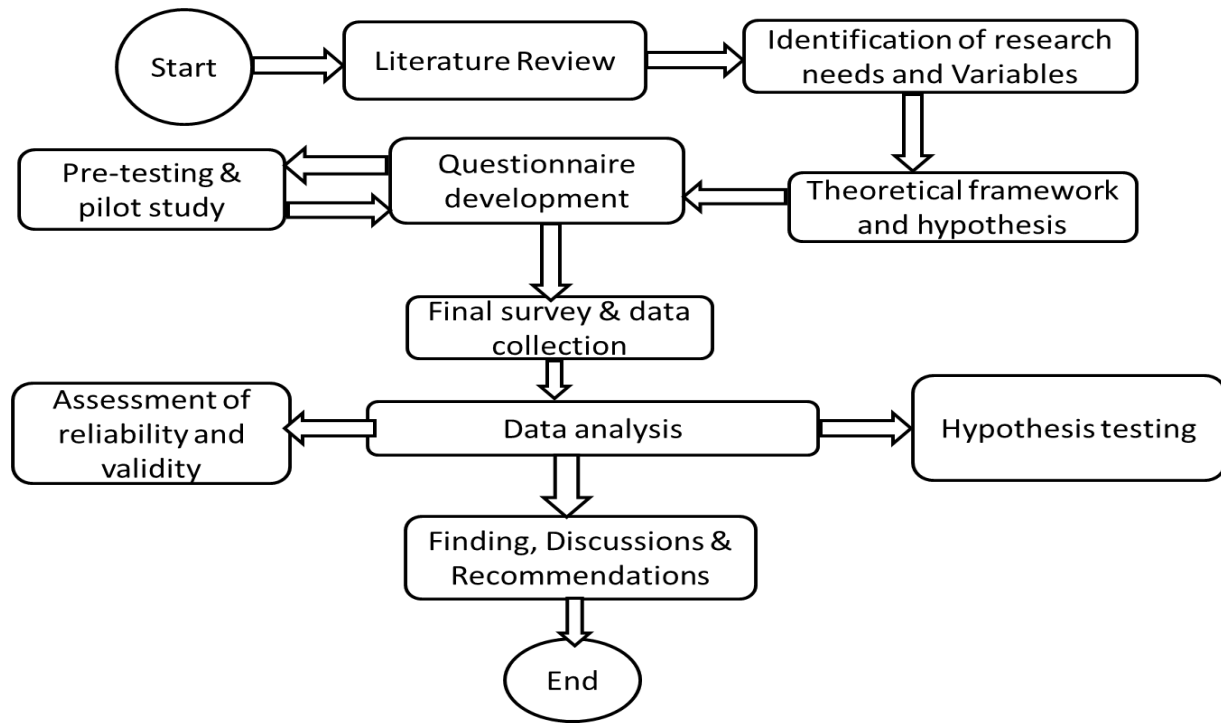
**CHAPTER 3**  
**RESEARCH METHODOLOGY**

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**3.1. Introduction**

The research design provides a boundary and direction for a researcher, who can perform his study more specifically, and in a controlled manner. It helps to define the form of investigation which is needed for analysis of the data and other problems related to research. Thus, a research design is a plan of research work to investigate and obtain answers to research problems [106]. At the first stage, comprehensive literature review was done to arrive at research problem and to formulate research hypothesis.

After thorough understanding of previous studies, a theoretical conceptual framework for QWL, OC, and organizational performance was developed for this study and presented in this chapter. Apart from the framework, this chapter also deals with the appropriate methodology adopted for achieving the aims and objectives of the research. The following figure represents the research design used in the study.



**Figure 3.1 Research Design**

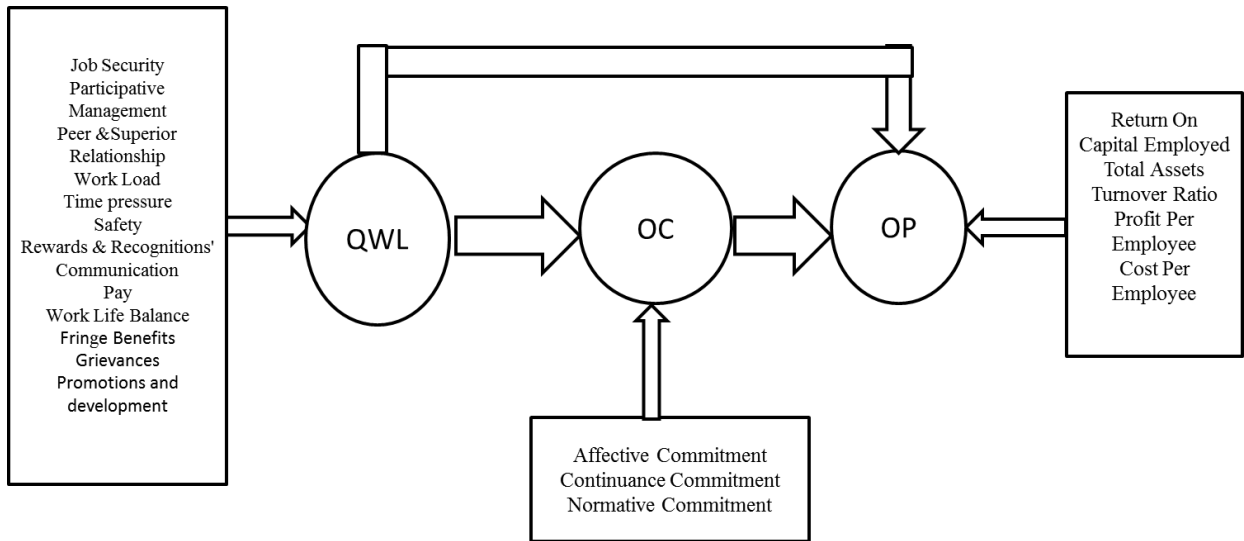
*(Source: Author's Compilation)*

Conceptual model and hypothesis are derived, covering the variables influencing individual employees and their QWL with OC.

### 3.2. Conceptual Framework

The proposed model depicts the influence of dimensions of quality of work life on the organizational commitment of an individual employee and organizational performance. Employees' commitment which includes affective commitment, normative commitment and continuance commitment can improve after achieving better QWL.

Committed employees will do work efficiently and effectively, leading to an improvement in productivity as well profitability. Further, it has been proposed in the model that the results of QWL might be twofold: QWL improves the commitment, which in turn improves the performance of organization. QWL directly works as a give and take system; organization which provide better QWL to its employees, gets returns in terms of better profitability of the organization. The following flow chart depicts the conceptual framework of the variables under study.



**Figure 3.2. Conceptual framework** (Source: Author's Compilation)

### **3.3. Objectives of the study**

The aim of this study is to deliver the indication based on information that will enhance the performance through exploring and assessing the QWL and performance of IT firms. The study has been designed to attain the following objectives.

1. To find out the level of quality of work and organizational commitment among the IT employees of various IT firms.
2. To identify the association of demographic variables of IT employees' with their perception towards the quality of work.
3. To identify the association of demographic variables of IT employees' with their perception towards the organizational commitment.
4. To analyze the association of dimensions of quality of work and organizational commitment.
5. To identify the relationship between employees' quality of work and organizational performance of IT firms.
6. To find out the relationship between the employee's OC and organizational performance of IT firms.

### **3.4. Hypothesis**

Hypothesis is a tentative idea or assumptions which is not proven but forms the basis of further study or discussion. After literature review, conceptual framework and identification of objectives following hypotheses were developed:

#### **3.4.1. Association of QWL and OC**

Researcher tried to identify various dimensions of QWL and their degree of influence towards OC. Past studies proves that there is significant relationship with the QWL and OC [89],[107],[74]. The null hypothesis opted for these variables in the study are as follows:

**H<sub>01</sub>**: There is no significant relation between QWL and OC

**H<sub>01a</sub>**: There is no significant relation between dimensions of QWL and affective commitment.

**H<sub>01b</sub>**: There is no significant relation between dimensions of QWL and continuance commitment.

**H<sub>01c</sub>**: There is no significant relation between dimensions of QWL and normative commitment.

### **3.4.2. Association of demographic variables with QWL and OC**

Demographic variables is an important factor that influences perception of individual's towards QWL in the organization and build the commitment among employees. Past studies have proven that marital status, designation, gender and experience have a significant relationship with the QWL and OC [85],[108],[23]. The null hypothesis opted for this variable in the study as:

**H<sub>02</sub>**: There is no significant relation between demographic variables of employees and their perception towards QWL.

**H<sub>03</sub>** : There is no significant relation between demographic variables of employees and their perception towards and OC

### **3.4.3. Association of organizational performance with QWL and OC**

Organizational performance is analyzed from the outcomes or actual results, which are based on three specific areas such as: (a). Financial performance (profits, return on assets, return on investment, etc.), (b). Product market performance (sales, market share, etc.), (c). Shareholder return (total shareholder return, economic value added, etc.). QWL and OC play a vital role in achieving the expected goals and objectives of the organization [37]. Organizational performance is based on the performance of the employees. Performance of the employees would be better if organization execute better policies and programs to enhance QWL. So, we can easily infer that QWL of the employees affect the organizational performance significantly. Findings from the past researches says that QWL does not have a significant relation with organizational performance [97]. On the other side some researches says that there is significant relationship between the QWL and organizational performance [49],[109],[9],[105]. The null hypothesis opted for this variable in the study as:

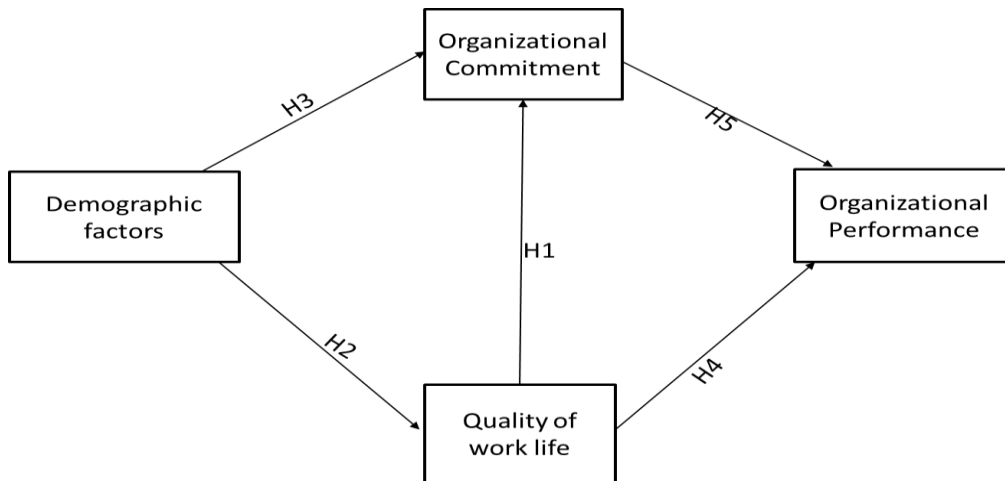
**H<sub>04</sub>**: The mean scores of QWL are identical across all selected IT companies

**H<sub>05</sub>** : There mean scores of OC are identical across all selected IT companies

**H<sub>06</sub>**: There is no significant relationship between organizational performance and QWL.

**H<sub>07</sub>** : There is no significant relationship between organizational performance and OC

The following diagrammatic representation of the various hypothesis explains the relationship to be proven in the study.



**Figure 3.3. Hypothesis model**

*(source: author's compilation)*

### **3.5. Data Source and Data collection**

Both primary and secondary data have been used. Primary data has been collected through distribution of questionnaire and by face to face interaction with employees in the premises of company. Secondary data is collected through capital line and money control. The total number of large cap companies are around 30 approximately in IT firms of Delhi NCR region. Delhi NCR region is the 2<sup>nd</sup> hub of information technology in India. Therefore, well-known IT firms in Delhi NCR were identified. The targeted population for this study is located in IT Park of sector-62 and 132, special economic zone of Noida and DLF cyber city phase III of Gurgaon. The researcher approached all the large cap IT firms but data could only be collected from 21 companies out of 30 companies. Only 21 companies allowed the researcher for interaction with the employees. Nine companies did not give the permission to enter in the premises. Around 2000 questionnaires were

distributed to the IT employees out of which 700 respondents responded. The purpose of the questionnaire to get information about various variables under study. The various variables include demographic variables, variables of QWL and variables of OC. The variables assessing organizational performance are: return on capital employed, total assets turnover ratio, cost per employee and profit per employee which were collected from the secondary data through capital line and money control.

The data collection for the present study was conducted by using convenient and cluster sampling method. The survey approach adopted was considered appropriate for this study as it is difficult to find respondents who had available time, which is highly limited, in the premises of IT firms.

### **3.5.1. Sampling**

Selection of the branches is based on random selection method. Delhi NCR region has been chosen for the study because of the massive IT population, making it the 2<sup>nd</sup> IT hub in the India. The motive of the researcher is to examine the QWL and OC of employees of large cap companies.

### **3.5.2. Sample size**

Sample size of the companies is based on the large cap companies which are publically listed and located at Delhi NCR region which are around 30 in number of IT companies. The researcher approached all the large cap companies, but upon facing problems in collecting data, the final count stood at 21 companies. Out of 700 questionnaire, there were 82 questionnaires that were partially and incorrectly filled. Hence, the total number of questionnaires for analysis was 618.

Total 2000 questionnaire were distributed to the employees of the selected IT firms and the number of complete questionnaires collected from the employees are shown in the table 3.1 below;

**Table 3.1. Description of the IT companies**

S.No.	Name of organization	No. of questionnaire which is correctly filled
1	HCL Infosystem	35
2	CMC Ltd.	37
3	Tata Consultancy Services	40
4	NIIT Ltd.	22
5	Wipro Ltd.	26
6	R Systems	38
7	Mindtree	31
8	Infinite Computer Solutions	29
9	Igate Global Solutions	27
10	Fiserv Services	22
11	Zansar Technologies	23
12	NEC. Corporation	35
13	Infosys	34
14	Tech Mahindra	30
15	Oracle Corporation	30
16	Hexware Technologies	30
17	Mphasis	26
18	Cognizant Technologies	33
19	Cyient Technologies	32
20	Computer science corporation	24
21	HCL Technologies	14
	Total	618

### 3.5.3. Survey Questionnaire

Survey of the Questionnaire is an economic and efficient method for collecting the information from the prospective respondents. In this survey, questionnaires were distributed along with covering letter that explain the objective of the research study, ensuring that this study was conducted for solely academic purpose and the data being gathered would be kept confidential. The participants were clarified that the study was being directed to investigate their perception towards QWL and OC of the organization, and participation in the study was willful. Most of the



respondents were provided contact numbers and emails for any relevant query they had and to obtain the result of the research, if they desired.

The survey questionnaire contained of four sections that dealt with different aspects of the information required from the respondents. The first section consisted of the demographic data such as age, gender, marital status, income, education, work experience, jobs changed, designation, spouse's income, number of dependents. The second section provided the items intended to measure the variables of QWL and OC with the scale of five point likert scale. The variables quantified are: job security, participative management, peer and superior relationship, work load, time pressure, safety and harassment, rewards and recognition, work life balance, communication, career and promotion development, pay, affective commitment, normative commitment and continuance commitment. The third section covered one of the QWL's variables known as fringe benefits with the 2 point scale Yes (1) or No (2). The last section consisted of open ended questions, inviting suggestions and any other relevant thing related to the QWL and OC which they felt that had not been covered in the questionnaire's items.

### **3.6. Data analysis through use of various statistical tools**

The statistical techniques are used to assist in establishing the plausibility of the theoretical model and to estimate the extent to which the various explanatory factors seem to be influencing the dependent variable. The main objective of this research is to identify and investigate the factors that influence the QWL and OC. Statistical package for social science (SPSS) version 20.0, is used to analyze the quantitative data and qualitative data obtained from the survey of the questionnaire. This software package is widely accepted and used by researchers in different disciplines including social sciences, business studies and information systems research.

### **3.6.1. Data cleansing**

Before applying the statistical tools on the data, it is important to remove the erroneous data. For this, the process of data cleansing is applied for detecting and removing the corrupt or inaccurate value as well as missing value and outliers from the data. Data cleansing is used to check the missing values and outliers in the data.

### **3.6.2. Missing data**

Missing data is a common problem in all the type of survey research because it is usually involves a large number of samples. Missing data creates two main problems: (a) it minimizes the ability of the statistical test to imply a relationship in the dataset, and (b) it creates biased parameter estimates. The possible effects of missing data depend on the frequency of occurrence, and the pattern of missing observations, and the reasons for the missing value [110]. Missing data is analyzed by using the SPSS, version 20.0. Out of 700 questionnaire, there were 82 questions that are partially and incorrectly filled. Hence, the total number of questions for analysis was 618. All the partial filled and incomplete questionnaire were not included in the study.

### **3.6.3. Outliers**

Outliers are the cases with scores that are distinctively different from the rest of the observations in a dataset. The problematic outliers can have dramatic effects on the statistical analysis such as model fit estimates and parameter estimates and they can create a negative variance [62]. In the case if respondents choose the extreme options i.e. strongly agree or strongly disagree, these response options might become outliers. The presence of multivariate outliers in data can be checked by mahalanobis distance ( $D^2$ ) test, which is a measure of distance in standard deviation units between each observation compared with the mean of all observations. A very conservative statistical significance test as  $p < 0.001$  is recommended to be used with  $D^2$  measure. In this research study, mahalanobis distance has been measured using SPSS version 20.0 and then compared the critical chi square with the degree of freedom (df) which equals to a number of independent variables with the probability of  $p < 0.001$ .

### **3.6.4. Normality**

Normality is defined as the shape of the data distribution or an individual metric variables and its correspondence to the normal distribution, which is the benchmark for statistical methods. Violation of normality might affect the estimation of the results, especially linear regression analysis. In this study, normality of the data is proved by two methods of data normalization: first by analyzing the value of skewness and kurtosis and second by applying the Kolmogorov Smirnov test and Shapiro Wilk test. The data of QWL and OC were not normally distributed before. The data was normalized through the two step transformation that is called inverse distribution function or golden rule of normal distribution. It is the standard normal distribution method in which mean value turns into zero and standard deviation turns into one and it gives the ranking of each and every sample. After that Kolmogorov Smirnov statistic and Shapiro Wilk method are also used for the normality test.

### **3.6.5. Factor analysis**

Factor analysis techniques are used to analyze the correlations among a large number of variables by defining a large set of common underlying dimensions, known as factors. Factor analysis takes a large set of variables and summarizes or reduces them using a smaller set of variables or components. Components are also called as factors. The main purpose of the factor analysis, therefore, it includes

- (a) Understanding the structure of set of variables,
- (b) Constructing a questionnaire to measure any underlying variables, and
- (c) Reducing a data set to more manageable level

#### **3.6.5.1. KMO & Bartlett's Test of Sphericity**

Before doing factor analysis, it is recommended that KMO must be more than 0.06 and Bartlett's test of Sphericity should be less than 0.05 ( $p > 0.05$ ) to do the factor analysis of the data. KMO measures the sampling adequacy of the data and Bartlett's test measures the significance of the study. It shows the validity and suitability of the responses collected to the problem being

addressed through the study. KMO and test of Sphericity were performed on 350 questionnaires before factor analysis and later on final questionnaire was developed.

After this, it is required to first identify the present dimensions of the structure of the data and then determine the degree to which a test item (variables) is explained by each factor. Principal component analysis, rotated component matrix and communalities were employed to identify the component (factors) that influences the QWL and OC.

### **3.6.6. Reliability test of the items**

Cronbach's alpha is an index of reliability associated with the variation accounted for by the true score of the "underlying construct. [111]. Cronbach's alpha measures the coefficient of reliability and use as the checking of consistency between the items. It is used on the survey questionnaire with likert scale for checking reliability of the questionnaire (items). Alpha coefficient ranges in value from 0 to 1 and may be used to describe the reliability of factors extracted from dichotomous. Nunnaly et al. has indicated 0.7 to be an acceptable reliability coefficient but lower than this value comes under not accepted range. In this study, Cronbach's alpha is used to check the reliability or consistency of the items and variables [112].

### **3.6.7. Multi Collinearity test**

It is very important to check the multi Collinearity among the demographic variables, QWL's variables and OC's variables. Multi Collinearity is checked by using the variance inflation factor and tolerance value. The value of the variance inflation factor and tolerance tells that how much variance is inflated between two variables. Variance inflation factor should be more than one but less than five and value of tolerance should not less than .20, which indicates no Multi Collinearity in the data. The reason of checking Multi Collinearity is used to remove standard error of the coefficients which make variables insignificant in place of significant. In the study, VIF and tolerance is used to check the multi Collinearity of OC, variables of QWL and demographic variables.

### 3.6.8. Regression model

#### 3.6.8.1. Linear Regression model

Regression is used to measure the relationship between dependent and independent variables. Independent variables are also known as “predictors”, exogenous variables or regressors where dependent variables are also called criterion variable, prognostic variables, or regressand in the regression. Regression is used for the predication and forecasting. Linear regression examines the variance in dependent variable when changes happen in the independent variables. The variances in the dependent and independent variables is defined by the linear regression equation, which is as:

$$\text{Equation 3.1. } OC = \alpha + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + \dots + \beta_n x_n + \varepsilon \dots \dots \dots 3.1$$

Where,

OC = organizational commitment and treated as dependent variable in the model

OC= dependent variable

$\beta$  = regression coefficient

$x$  = various dimensions of QWL and treated as independent variable in the model

$\varepsilon$  = error

$\alpha$ = slope

In the study, linear regression model is used to explain the variance between QWL’s variables and OC and to determine coefficient of the variables of QWL on OC.

#### 3.6.8.2. General Linear model

General Linear Model is a procedure to measure the effect or significance level of covariates on dependent variable with the presence fixed factor. In the study, fixed effect model is used for the dummy variables of demographic factors and organizations. Data is cross sectional in the study, hence General Linear Model used. This model was used to identify the relationship between demographic variables with dependent variables as QWL and OC.

**Equation 3.2.**  $QWL = \alpha + \beta_1 \text{gender} + \beta_2 \text{ marital status} + \beta_3 \text{ age} + \beta_4 \text{ qualification} + \beta_5 \text{ work experience} + \beta_6 \text{ jobs changed} + \beta_7 \text{ dependents} + \beta_8 + \beta_9 D_{2i} + \beta_{10} D_{3i} + \dots + \beta_{27} D_{20i} + \varepsilon \dots \dots \dots \mathbf{3.2.}$

Where,

$D_{1i}, D_{2i} \dots D_{20i} =$  for organization (such as 1 for organization 1, 0 otherwise; 1 for organization 2, 0 otherwise; and so on)

OC= level of organizational commitment

$\alpha =$  intercept

$\beta_1, \beta_2, \dots, \beta_{28} =$  estimates of coefficient

$\varepsilon =$  error

**Equation 3.3.**  $OC = \alpha + \beta_1 \text{gender} + \beta_2 \text{ marital status} + \beta_3 \text{ age} + \beta_4 \text{ qualification} + \beta_5 \text{ work experience} + \beta_6 \text{ jobs changed} + \beta_7 \text{ dependents} + \beta_8 D_{1i} + \beta_9 D_{2i} + \beta_{10} D_{3i} + \dots + \beta_{27} D_{20i} + \varepsilon \dots \dots \dots \mathbf{3.3.}$

Where,

$D_{1i}, D_{2i} \dots D_{20i} =$  for organization (such as 1 for organization 1, 0 otherwise; 1 for organization 2, 0 otherwise; and so on)

OC= level of organizational commitment

$\alpha =$  intercept

$\beta_1, \beta_2, \dots, \beta_{28} =$  estimates of coefficient

$\varepsilon =$  error

### **3.6.9. Analysis of variance (ANOVA)**

It is also called fisher analysis of variance because it was developed by Ronald Fisher in 1921 [113]. It is statistical procedure to measure the analysis of variance between and within the groups. It is used for two or more than two groups. In the study, it is used to analysis the variance between and within the companies in terms of QWL and OC.

### **3.6.10. Pearson Correlation**

Pearson correlation also known as Pearson product moment correlation and correlation coefficient is used to measure the strength and association between the two variables. It is represented by “r”. The relationship between the variables defines the effect of one variable on another variable. It is defined by the three types of correlation ;( a) positive correlation (b) negative correlation, (c) no correlation. The range of Pearson correlation can be -1 to +1. In the study, Pearson correlation is used to find out the association among the QWL, OC and OC.

### **Summary**

The purpose of this chapter is to discuss the various methodology adopted and statistics tools and techniques considered for analysis. Further discussions is made on the various on the objectives and hypotheses of the study. This chapter describes the approach of the data analysis by using various methods. SPSS version 20.0 is used to data analyzed. The data collected is screened primarily to identify the missing data, identification of outliers and to test the normality. In addition, SPSS is also used to perform a descriptive statistics like the frequencies, percentage, mean value and standard deviation. To explore the relationship between the variables, various statistical tools have been used such as General Linear Model, Linear regression model, ANOVA and Pearson correlation. The next chapter deals with the development of the questionnaire and it also aim to find out the important variable after factor analysis and pilot study.

## CHAPTER 4

### DEVELOPMENT OF QUESTIONNAIRE

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#### 4.1. Introduction

Questionnaire design is a vital part of the primary research; it should be designed in a manner so that accurate and complete information can be obtained about the research problem. Utmost effort has been made to keep the questions simple and unambiguous to minimize the chances of misunderstanding. The questionnaire has been set up with clear objectives and it incorporates certain steps that are described below:

- Set up clear objectives
- Incorporate results from previous studies
- Compare questionnaire design
- Use multiple, high level items
- Expert's comments
- Pretesting
- Pilot testing

This chapter provides an overview of the design of the questionnaire, the variables used, data cleaning, validity and reliability of the variables as well as items. First part covers the design of the questionnaire and pilot study by using the expert's comments. Second part discusses the validity of the questionnaire by using principal components analysis, rotated component matrix and communalities of the variables. Third part presents the reliability of the items by using the Cronbach's alpha. The last portion of this chapter discusses the operationalization of variables used in the study after checking their validity and reliability of the items.

#### 4.2. Questionnaire content development

Questions (items) are based on standard variables, which have been found through literature for this study. Questionnaire contains dimensions of QWL and three components of OC. The most popular and effective questionnaire on OC given by Allen and Meyer 1990, was set as a benchmark



for the study [114]. Questionnaire development process has employed the principal of good designing such as brief items, use of positive questions, and avoidance of misleading questions [106] as recommended. In addition, questions is kept basic and simple to peruse so that respondents could finish the questionnaire.

The questions in this survey are related to an individual's perception towards the dimensions of the QWL and commitment of the individual to the organization. This study however mostly uses the closed –ended questionnaire to keep the context of the questions similar for all respondents. It helps in eliminating biasness and is easy for coding. Format of the questions reduces the amount of thinking and effort required by respondents in answering the questions. This is the main reason behind choosing closed-ended questionnaire. Scales used in this study are nominal and ordinal. The nominal scale was to determine the respondent's demographic factors such as age, gender, income, education, work experience, number of jobs changed, designation, spouse's income, number of dependents while likert five point scale is used for the responses regarding employee's perception towards the QWL and OC. Some questions was based on the degree of agreements of respondents for a particular question from strongly agree (5), agree (4), neither agree nor disagree (3), disagree (2); and strongly disagree (1), while others questions were based on the level of frequency from Always (5), Often (4), Sometimes (3), Rarely (2); and Never (1).

#### **4.2.1. Pre Testing and Pilot study**

Pre-testing and pilot study are an essential part of survey design and survey questionnaire. It facilitates the process with valuable suggestions that improve the quality of questionnaire. According to Sekaram; pre-testing and pilot-testing must be performed prior to the initial data collection phase or before the main survey takes place in order to validate the instrument and ensure that the questionnaire is free from errors and ambiguity. Therefore, to avoid participants' confusions and misinterpretation, one pre-test and a pilot study was conducted for this research. In the research study, pre-testing of the questionnaire was conducted by distributing 50 questionnaires to academic experts and IT employees at preferable designations. In addition to the questionnaire, respondents were asked to suggest potential problems with the questionnaire design in order to obtain feedback for improving the questionnaire. While drafting the questionnaire,

Practitioners/ experts were involved for their opinion and wherever required, the questions were modified as per their recommendations.

Pilot- study was conducted by personally visiting the well- known IT companies' manager, software engineers and software developers in Delhi NCR. Drafting and formation of sentences were changed according to the suggestions and recommendations given by the IT sector experts. Apart from this, few questions, which were repetitive and unnecessary in nature, were deleted from the questionnaire. Before pilot-testing, the items in the questionnaire were 103, but after completing pilot-testing, 83 items were left. After the collection of 350 questionnaire collected with 83 items then questionnaire was analyzed by using factor analysis which is discussed following sections. Principal component analysis, communalities and rotated component matrix, which are discussed in coming sections.

#### **4.2.2. Exploratory factor analysis**

Factor analysis are used to analyze the correlations among a large number of variables by defining a large set of common underlying dimensions. Factor analysis takes a large set of variables and summarizes or reduces them using a smaller set of variables or components (factors) [115]. Factor analysis is performed by employing principal component analysis (PCA) with Varimax rotation and limiting the absolute value of coefficient 0.40 [116]. There are two major variables used in the factor analysis that are QWL and OC, which are explained in the coming section. The results are shown below.

#### **4.2.3. KMO and Bartlett's test of Sphericity**

The result of KMO and Bartlett's test of Sphericity has been described. The result shows the value Kaiser- Meyer- Olkin (KMO) was 0.701, which measures the sampling adequacy for conducting the study and again Bartlett's test of Sphericity is significant ( $p < 0.001$ ), which reveals the appropriateness of data for conducting the factor analysis.

**Table 4.1. KMO and Bartlett's Test of sphericity**

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.798
Bartlett's Test of Sphericity	Approx. Chi-Square	8683.544
	df	1653
	Sig.	0.000

**4.2.3. Exploratory factor extraction analysis of QWL's variables**

For extracting the factor, Kaiser's criteria of Eigen value greater than one and screen plot is applied. The test extracted 13 factors out of 44 items. 57% of variance are explained by these 13 factors along the condition of the Eigen value. Table 4.2 shows the result of the total variance explained and component acquired. The component are shown with the names of variables in rotated component table.

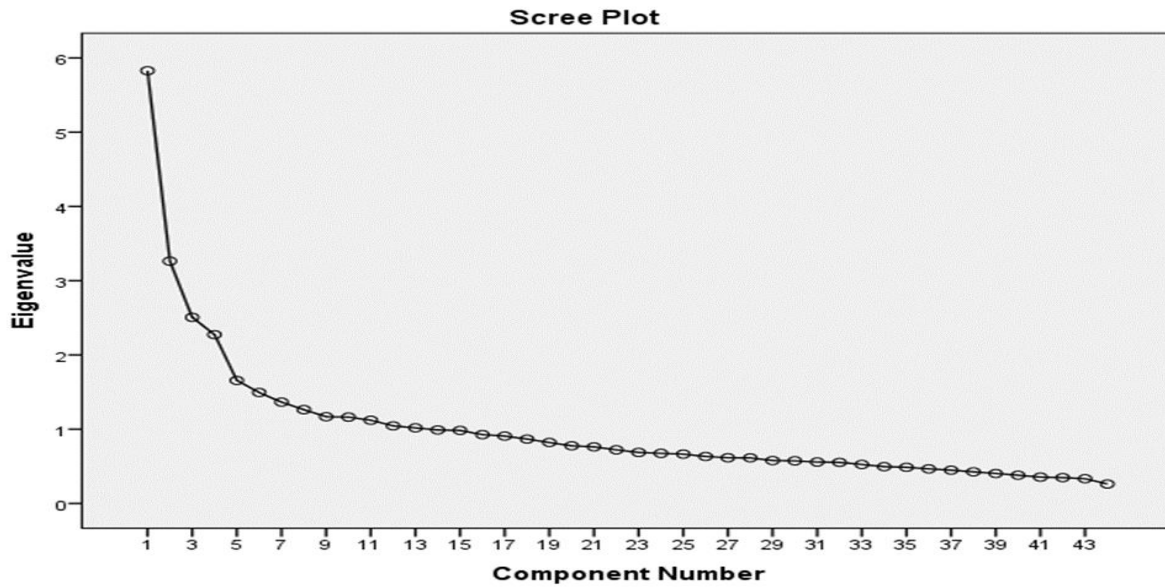
**Table4.2. Exploratory factor extraction analysis of QWL's variables**

<b>Total Variance Explained</b>									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.83	13.25	13.25	5.83	13.25	13.25	2.98	6.77	6.77
2	3.26	7.42	20.66	3.26	7.42	20.66	2.80	6.36	13.13
3	2.51	5.70	26.36	2.51	5.70	26.36	2.60	5.90	19.04
4	2.27	5.17	31.53	2.27	5.17	31.53	2.41	5.48	24.52
5	1.66	3.77	35.29	1.66	3.77	35.29	2.39	5.44	29.96
6	1.49	3.40	38.69	1.49	3.40	38.69	2.18	4.96	34.93
7	1.36	3.10	41.79	1.36	3.10	41.79	1.78	4.05	38.98
8	1.26	2.87	44.66	1.26	2.87	44.66	1.49	3.39	42.37
9	1.17	2.65	47.32	1.17	2.65	47.32	1.39	3.17	45.54
10	1.16	2.64	49.96	1.16	2.64	49.96	1.37	3.11	48.64
11	1.12	2.55	52.51	1.12	2.55	52.51	1.33	3.02	51.66

12	1.04	2.37	54.88	1.04	2.37	54.88	1.29	2.92	54.58
13	1.02	2.31	57.19	1.02	2.31	57.19	1.15	2.62	57.19
14	0.99	2.25	59.44						
15	0.98	2.24	61.68						
16	0.93	2.11	63.79						
17	0.91	2.06	65.85						
18	0.87	1.97	67.82						
19	0.82	1.87	69.68						
20	0.78	1.76	71.45						
21	0.76	1.73	73.18						
22	0.72	1.64	74.82						
23	0.69	1.56	76.38						
24	0.67	1.53	77.92						
25	0.66	1.51	79.43						
26	0.63	1.44	80.87						
27	0.62	1.40	82.26						
28	0.61	1.39	83.66						
29	0.58	1.31	84.97						
30	0.57	1.31	86.28						
31	0.56	1.27	87.55						
32	0.55	1.26	88.80						
33	0.52	1.19	90.00						
34	0.49	1.12	91.12						
35	0.49	1.11	92.23						
36	0.47	1.06	93.28						
37	0.45	1.02	94.30						
38	0.43	0.97	95.27						
39	0.40	0.92	96.19						
40	0.38	0.86	97.05						
41	0.36	0.81	97.86						
42	0.35	0.79	98.65						
43	0.33	0.76	99.40						
44	0.26	0.60	100.00						
Extraction Method: Principal Component Analysis.									

#### 4.2.3.1. Screen plot

The graph 4.1 shows the screen plot of the factors used in the factor analysis. X- axis of the graph shows items of QWL and Y-axis shows the Eigen value of the items. The results of the graph shows that only thirteen variables have Eigen value more than one, which will be used for the further analysis. The name of these thirteen factors will be showed in the coming section of rotated component matrix.



**Figure 4.1. Screen plot of principal component analysis**

#### **4.2.4. Component loading of factors extracted for QWL**

The rotated component matrix (table 4.3.) analysis shows the loading of each item measured for each factor as identified in the principal component analysis model. The hypothesized constructs show its high loading for each item and the cross loading among them and other factor. It contains estimates of the correlations between each of the variables and the estimated components.

**Table4.3. Rotated component matrix of items of QWL**

	Component												
	1	2	3	4	5	6	7	8	9	10	11	12	13
CDP1	<b>.820</b>	.029	.093	.027	.418	.055	.013	.034	.069	-.118	-.099	.163	-.047
CDP2	<b>.701</b>	.026	.070	.023	.099	.256	.000	-.057	.040	-.058	-.251	.057	.087
CDP3	<b>.710</b>	-.021	.008	-.049	.159	.176	.147	-.278	.058	.181	-.020	.100	.255
CDP4	<b>.578</b>	.053	.084	.152	.056	-.149	-.023	-.073	-.081	.171	.225	.269	.042
CDP5	<b>.663</b>	.077	-.062	.132	.226	-.051	-.007	.041	-.011	.243	.214	.052	-.103
WLB1	-.067	<b>.558</b>	-.005	-.219	.085	.237	.030	.151	.063	-.008	.200	.023	-.070
WLB2	-.155	<b>.677</b>	-.061	.049	.076	.086	.161	.075	.115	.110	.263	-.098	-.055
WLB3	-.086	<b>.614</b>	-.099	.059	.026	.035	.104	-.042	.064	.253	.065	-.200	.085
WLB4	.092	<b>.658</b>	.155	-.031	-.030	-.023	.023	-.122	-.085	.044	-.106	-.088	.117
WLB5	.097	<b>.642</b>	.149	-.031	-.034	-.089	-.125	-.023	-.093	-.080	-.081	.146	-.028
WLB6	.185	<b>.643</b>	.041	.042	-.113	-.176	-.085	-.050	-.028	-.096	-.131	.179	.098
WLB7	.093	<b>.597</b>	-.015	.045	-.001	-.068	-.046	.095	.069	-.159	-.057	.009	-.058
PR1	.093	-.026	<b>.613</b>	.081	.042	.084	-.016	-.093	.020	.058	.070	.204	.128
PR2	-.002	.009	<b>.711</b>	.042	-.015	.322	-.083	-.099	.054	-.034	.196	.141	-.011
PR3	-.017	.066	<b>.814</b>	.081	.040	.153	.030	.047	-.011	.123	.023	-.036	.046
PR4	.021	.061	<b>.745</b>	.213	.049	-.035	.114	.045	.089	.131	-.102	-.072	.065
PM1	.016	.025	.166	<b>.770</b>	.085	.086	-.011	-.087	.026	-.058	.107	.086	.059
PM2	.155	-.051	.098	<b>.762</b>	-.010	.117	.050	.032	.019	.006	.020	.012	-.037
PM3	.226	-.015	.182	<b>.528</b>	.107	.415	.040	-.028	-.015	.058	-.229	.062	-.053
C1	.194	-.103	-.081	.018	<b>.685</b>	.254	-.001	.015	.094	.272	-.168	.204	.172
C2	.057	-.020	.093	.124	<b>.802</b>	-.033	.035	.033	.016	.019	.152	-.003	.012
C3	.313	.002	.037	-.069	<b>.586</b>	-.059	-.020	-.072	.061	.147	.158	.022	.074
SR1	.226	-.015	.182	.528	.107	<b>.715</b>	.040	-.028	-.015	.058	-.229	.062	-.053
SR2	.164	-.076	.075	.217	-.038	<b>.720</b>	-.040	-.038	.034	.059	-.029	-.055	.001
SR3	.093	-.026	.305	.081	.042	<b>.613</b>	-.016	-.093	.020	.058	.070	.204	.128
WL1	.082	.012	.036	.047	.026	-.005	<b>.604</b>	.231	-.076	-.072	.124	-.042	.125
WL2	-.012	-.044	.078	-.007	-.004	-.111	<b>.767</b>	.077	.050	.066	.023	.047	.023
WL3	-.020	.024	-.012	.008	.002	.058	<b>.657</b>	.094	-.006	-.050	-.076	.060	-.125
TP1	-.146	-.002	.002	.041	-.018	-.017	.209	<b>.683</b>	-.234	.009	.138	.072	.017
TP2	-.002	-.005	.043	-.079	-.080	-.056	.216	<b>.738</b>	.045	.067	.027	.057	-.016
TP3	.095	.139	.010	-.021	.168	-.075	.081	<b>.459</b>	.059	.195	-.286	-.091	.264
JS1	.073	.098	.077	.112	-.076	-.076	.132	-.179	<b>.644</b>	.127	.069	-.028	.067
JS2	-.049	-.033	.035	-.162	.185	.036	-.086	-.072	<b>.602</b>	-.182	-.006	.174	.088
JS3	.102	-.033	.035	.075	.025	.101	-.069	.125	<b>.740</b>	.126	-.176	-.019	-.159
S1	.091	-.005	.137	-.010	.166	.011	-.028	.033	-.023	<b>.735</b>	.069	.183	-.020
S2	.161	-.079	.198	-.049	.056	.129	-.043	.126	.155	<b>.692</b>	-.144	-.040	.105
S3	.146	.096	.010	.132	.353	.207	-.019	-.201	-.077	<b>.805</b>	-.130	.209	-.078
P1	.445	.076	-.012	.209	.107	.295	-.051	-.108	-.018	.080	<b>.785</b>	-.101	-.060
P2	.340	.056	.089	.051	.102	.086	.129	-.201	-.044	.102	<b>.721</b>	.004	-.035
P3	.092	-.048	-.006	.004	.093	-.048	-.005	.157	-.055	-.093	<b>.662</b>	-.055	.047
RR1	.156	-.010	-.166	.150	.048	.148	.209	-.074	.129	.096	-.140	<b>.561</b>	.128
RR2	-.009	-.003	.081	.021	.095	.012	-.020	.118	.016	.070	.023	<b>.789</b>	-.052
RR3	-.038	.099	.094	.268	-.178	.062	-.077	-.046	.217	.197	.185	<b>.781</b>	.076
FB	.029	.013	.041	-.166	.109	-.025	.078	.062	-.131	.000	-.068	-.079	<b>.825</b>

Extraction Method: Principal Component Analysis.  
 Rotation Method: Varimax with Kaiser Normalization.

#### 4.2.5. Communalities of total variables

Communalities among measured items loaded on the factor analysis range 0.526 to 0.712 as shown in the below table, which indicated that minimum 52% and up to 71% of the variance in variables were explained by the extracted factors. Communality for all variables of 55 items was more than 50% which indicated that there was no need to exclude any variable.

**Table 4.4. Communalities of variables of QWL and OC**

Communalities		
Variables	Initial	Extraction
Job security	1.000	.603
Participative management	1.000	.666
Superior relationship	1.000	.634
Peer relationship	1.000	.570
Time pressure	1.000	.622
Work load	1.000	.526
Safety and harassment	1.000	.526
Rewards and recognition	1.000	.561
communication	1.000	.590
Career promotion and development	1.000	.712
Pay	1.000	.638
Work life balance	1.000	.593
Affective Commitment	1.000	.574
Normative Commitment	1.000	.546
Continuance Commitment	1.000	.633
Fringe benefits	1.000	.594

*Extraction Method: Principal Component Analysis.*

#### 4.2.6. Exploratory factor extraction analysis of Organizational commitment's items

The test extracted three factors out of twelve items of OC with the variance of 52% among variables. Extraction of the factors is based on the Eigen value, Eigen value should be more than one.

**Table 4.5. Exploratory factor extraction analysis of organizational commitment's variables**

<b>Total Variance Explained</b>									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.499	24.986	24.986	2.499	24.986	24.986	2.182	21.820	21.820
2	1.573	15.733	40.719	1.573	15.733	40.719	1.683	16.827	38.647
3	1.142	11.417	52.135	1.142	11.417	52.135	1.349	13.489	52.135
4	.848	8.484	60.619						
5	.790	7.905	65.524						
6	.754	7.541	71.965						
7	.714	7.145	76.667						
8.	.671	6.714	80.112						
9.	.630	6.301	86.214						
10.	.648	6.479	90.145						
11.	.577	5.770	94.915						
12.	.508	5.085	100.000						
<i>Extraction Method: Principal Component Analysis.</i>									

**4.2.7. Component loading of factors extracted for OC**

The rotated component matrix (table 4.6.) analysis shows the loading of each item measured for each factor as identified in the EFA model. The hypothesized constructs show its high loading for each item and the cross loading among them and other factor are lower than the minimum criteria



for selection of absolute value i.e. 0.30 which is considered optimal for the data set of more than 300.

**Table 4.6. Rotated component matrix of items of organizational commitment**

Items	Component		
	1	2	3
NC1	<b>.446</b>	.113	.238
NC2	<b>.612</b>	-.139	.148
NC3	<b>.669</b>	-.044	.053
NC4	<b>.686</b>	.084	-.062
NC5	<b>.627</b>	.047	-.022
AC1	.050	<b>.686</b>	-.135
AC2	.007	<b>.794</b>	-.086
AC3	-.092	<b>.636</b>	.160
AC4	.115	<b>.452</b>	.305
CC1	-.001	-.099	<b>.648</b>
CC2	.054	.042	<b>.661</b>
CC3	.061	.038	<b>.701</b>

*Extraction Method: Principal Component Analysis.*  
*Rotation Method: Varimax with Kaiser Normalization.*

### 4.3. Reliability of the questionnaire

Using the factor analysis, thirteen factors were extracted by adding the scores of all the variables under each factor. The following subsections provide the reliability statistics and item wise total statistics of each factor created.

#### 4.3.1. Reliability statistics of total items

Reliability test allows to study the properties of measurement scales and the items that compose the scales. In this study, the reliability of the items used in the questionnaire was examined using the internal consistency test i.e. Cronbach's alpha. It examines the internal consistency of the respondent's answers to all the items in the measure. Cronbach's alpha estimates' value above

0.70 is considered as acceptable [112]. If the value is less than 0.69, they are considered as poor, if the value is 0.70 or more, they are considered to be acceptable, and the reliabilities value are considered good [110]. Therefore, the closer the Cronbach's alpha gets to 1.0 the better the reliability.

Table 4.7 shows the reliability statistics of items, the result shows the value of Cronbach's alpha based on standardized items and a number of items. The value of Cronbach's alpha of total item is 0.854, which indicates a high level of internal consistency and again, established an adequate reliability with Cronbach alpha value greater than 0.70 [112].

**Table 4.7. Reliability statistics of the total items and variables**

<b>Reliability Statistics</b>		
	Cronbach's Alpha Based on	No. of
Cronbach's Alpha	Standardized Items	Items
.854	.845	67

#### **4.3.1.2. Reliability statistics of the individual variables**

Table 4.8 shows the reliability statistics of fourteen latent factors. Cronbach's alpha is based on standardized items and a number of items are taken under each construct. The first factor was named as Job security, which included three items with Cronbach's alpha (0.814). The second variable is participative management with three items with Cronbach's alpha (0.720). The third variables is superior relationships with the four items with Cronbach's alpha (0.755) and so on.

**Table 4.8. Reliability statistics of variables of QWL and OC**

Variables	Cronbach's alpha	Cronbach's alpha based on standardized items	No. of items
Job security (JS)	0.814	.809	3
Participative management (PM)	0.720	.754	3
Peer relationship (PR)	.755	.753	4
Superior relationship(PS)	.774	.778	3
Work load (WL)	.729	.727	3
Safety and harassment (SH)	.623	.622	3
Rewards and recognition (RR)	.618	.621	3
Career growth (CPD)	.701	.702	5
Communication (C)	.718	.721	3
Time pressure (TP)	.729	.727	3
Pay (P)	.750	.751	3
Work life balance (WLB)	.760	.760	7
Fringe benefits (FB)	.765	.765	12
affective commitment (AC)	.702	.704	4
Continuance commitment (CC)	.688	.688	3
Normative commitment (NC)	.740	.737	5

**4.3.1.3. Reliability of individual items**

Table 4.9 presents the value of Cronbach's alpha for the constructs if any particular item is deleted from scale. Comparing with the previous table 4.9, it can be seen that deletion of any item of any construct could not improve the Cronbach's alpha value, but instead decreases its value and internal consistency.

**Table 4.9. Reliability statistics of items of questionnaire**

Item-Total Statistics				
Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JS1	178.92	407.823	.084	.854
JS2	176.47	396.975	.195	.853
JS3	176.50	402.518	.093	.854
PM1	176.65	394.805	.269	.852
PM2	176.59	396.215	.254	.852
PM3	176.54	393.078	.307	.851
PR1	176.48	392.837	.299	.852
PR2	176.52	391.656	.389	.850
PR3	176.52	396.829	.263	.852
PR4	176.53	393.098	.329	.851
SR1	177.84	404.859	.066	.852
SR2	177.71	403.356	.142	.851
SR3	177.95	405.782	.156	.853
TP1	176.56	394.122	.313	.851
TP2	176.59	390.698	.409	.850
TP3	176.59	390.712	.414	.850
SH1	176.58	389.656	.460	.849
SH2	176.43	397.770	.187	.853
SH3	176.38	395.971	.240	.853
RR1	176.45	393.029	.343	.851
RR2	176.43	395.469	.263	.852
RR3	176.41	397.598	.208	.853
C1	176.23	396.914	.206	.853
C2	176.33	392.567	.338	.851
C3	176.27	394.464	.289	.852
CPD1	176.08	396.571	.193	.853
CPD2	176.31	393.135	.327	.851
CPD3	176.30	395.798	.268	.852
CPD4	176.31	394.221	.317	.851

CPD5	176.46	394.565	.286	.852
P1	176.36	391.843	.314	.851
P2	176.28	388.238	.392	.850
P3	176.31	390.975	.358	.851
WL1	176.24	390.862	.356	.851
WL2	176.24	388.049	.421	.849
WL3	176.19	386.585	.450	.849
WLB1	176.26	390.648	.352	.851
WLB2	176.26	393.137	.299	.852
WLB3	176.31	399.719	.168	.853
WLB4	176.32	396.403	.216	.853
WLB5	176.27	394.763	.246	.852
WLB6	176.35	394.836	.239	.853
WLB7	176.24	398.092	.180	.853
AC1	176.33	393.876	.270	.852
AC2	176.34	393.772	.270	.852
AC3	176.32	394.060	.265	.852
AC4	176.27	394.438	.239	.853
CC1	176.29	393.061	.279	.852
CC2	176.33	387.534	.394	.850
CC3	176.24	385.973	.407	.849
NC1	176.44	387.658	.377	.850
NC2	176.39	387.773	.386	.850
NC3	176.48	388.843	.356	.850
NC4	176.56	396.249	.214	.853
FB1	176.71	392.917	.261	.852
FB2	176.66	392.871	.248	.853
FB3	176.53	393.205	.257	.852
FB4	176.55	394.463	.215	.853
FB5	176.64	393.485	.232	.853
FB6	176.79	397.611	.212	.853
FB7	177.95	404.017	.202	.853
FB8	177.92	406.276	.185	.854
FB9	177.84	406.209	.196	.853
FB10	177.81	403.653	.225	.854
FB11	177.85	401.437	.238	.853
FB12	177.88	403.699	.225	.853

It can be seen that the reliability of all the items of QWL and OC in the above table are more than 0.85, which shows excellent reliability among all the items. All the items in table 4.9, are taken for further analysis of dependent variable i.e. QWL and OC.

#### 4.4. Variables used for further analysis

The details of the variables in table 4.10, which has been chosen on the basis of factor loading and rotated component matrix during factor analysis. Column of items shows the number of items of variables used for the factor analysis and the column of final items shows the number of items of each variables, which remained after the factor analysis.

**Table 4.10. Details of the items after factor analysis**

<b>Before factor analysis</b>		<b>After factor analysis</b>
Variables	Items	Final Items
Job security	5	3
Participative management	7	3
Peer relationship	4	4
Superior relationship	3	3
Work load	4	3
Time pressure	5	3
Safety and harassment	3	3
Rewards and recognition	3	3
Communication	3	3
Career growth	5	5
Pay	3	3
Work life balance	9	7
Fringe benefit index	12	12
Affective commitment	6	4
Continuance commitment	6	3
Normative commitment	6	5
<b>Total</b>	<b>83</b>	<b>67</b>

Sixty seven items remained out of eighty three items after the factor analysis and they were used for further analysis which will be shown in next chapters.

#### **4.5. Operationalization of Variables**

The theoretical construct identified from the literature is elucidated by using extracted items from the findings of prior relevant research works. Variables is formulated and wording is changed for the purpose of the study. The questionnaire is divided into three types of variables: demographic variables, QWL's variables, and OC's variables. All the questions designed were in a format which aimed to effectively come up with the relevant results and significantly save time. The questionnaire is based on the likert scale, where the five point likert scale ranging from strongly agree to strongly disagree has been adopted. The questionnaire consisted of a total of 67 questions and 15 demographic variables. Some questions had reverse scoring, and each subscale is scored separately, while the scoring is kept continuous. All the construct is measured on a five – point scale except the fringe benefit index, which consist 12 items that are based on the scale of Yes (1) and No (2). Some items are measured on reverse scoring which are indicated by (R) in the table. The operationalization of questionnaire item for each construct is described as below:

##### **4.5.1. Operationalization of variables of QWL**

###### **4.5.1.1. Job security**

Job Security is an assurance that an individual will keep his or her job without the risk of becoming unemployed. The items included in this variable, are as follows:

JS1: Does this job provide you a secure future?

JS2: Does this job provide you steady employment?

JS3: Are layoffs avoided in your work place?

#### **4.5.1.2. Participative Management**

Participative management is a management practice that involves the workers in the decision making process and appreciates their ideas and plans. The items included in this variable, are as follows:

PM1: Do you get the chance to make decisions on your job?

PM2: Do you get the chance to try something different?

PM3: Do you get the chance to make use of your abilities?

#### **4.5.1.3. Peer relationship**

Social and emotional interactions play a vital role in an individual's life at work. Sometimes interaction with team members, seniors and juniors make for a healthy environment at work which is a source of reduced stress and enhance the work capabilities. The items included in this variable, are as follows:

PR1: Do you get the chance to develop new and better ways to do the job?

PR2: Do you get the chance to work independently of others?

PR3: When your work seems difficult, do you receive support and encouragement from your superiors?

PR4: Do you feel that you are valued by your co-workers?

#### **4.5.1.4. Superior- subordinate relationship**

It is important for the manager or superior to try and create a relationship that encourages a subordinate to perform best of his abilities. The items included in this variable, are as follows:

SR1: Do you feel good spirit of cooperation with your supervisor?

SR2: Is open atmosphere and team spirit prevailing at your workplace?

SR3: Is there inspiring atmosphere at your workplace?



#### **4.5.1.5. Work load**

It can be quantitative and qualitative measure of work i.e. amount of work to be done and difficulty level of the work.

WL1: Does your work load pressure spoils the work atmosphere? R

WL2: Do you do mistakes because of extra work load at your work place? R

WL3: Is there frequent burnouts at your workplace? R

#### **4.5.1.6. Time pressure**

It refers to the psychological stress resulting from having to get things done in less time than is required or desired. The employee feel pressurized to do the given work in the assigned working hours. The items included in this variable, are as follows:

TP1: Is there very little social interaction because of time pressure? R

TP2: Does your time pressure increase sickness absences? R

TP3: Do you have time to do your work well and carefully as you would like to do?

#### **4.5.1.7. Safety and harassment**

Workplace should be that place which is free from harm or danger or concerned with health conditions. The employees should also be free from any emotional abuse. The items included in this variable, are as follows:

SH1: Do you feel the safety of workers is a high priority for management?

SH2: Do you feel the safety and health conditions are good at in your workplace?

SH3: In last 12 months, were you threatened or harassed in any other way by anyone while you were on the jobs? R

#### **4.5.1.8. Rewards and recognition**

Rewards and recognitions are used in an organization to enhance the motivation among the employees and build a competitive atmosphere among the employees; it's an indirect path to achieve both organizational and individual goal. It can take numerous structures, including reward programs, investment opportunities, and one-time grants for huge achievements. The items included in this variable, are as follows:

RR1: Are there few rewards for those who work in your organization? R

RR2: Don't you feel your efforts are rewarded the way they should be? R

RR3: Are you able to see the results of the work you do?

#### **4.5.1.9. Work place Communication**

Workplace communication includes the knowledge, ideas or thoughts that are shared within the peer group and among the various levels of management. It is very important for companies because it allows companies to be productive and operate effectively. Employees can experience an increase in morale, productivity and commitment. The items included in this variable, are as follows:

C1: Is communication seemed well within this organization?

C2: Do you have enough information to get the job done?

C3: Is communication open at your workplace?

#### **4.5.1.10. Career promotion and development**

It implies that the individual employee is clear about the targets and goals of the work at the jobs, an individual knows properly how to cross the ladder of success, earn more, seek power and high status by effectively and efficiently working in the organization. The items included in this variable, are as follows:

CG1: Are the chances for promotion good in your organization?

CG2: Do you have an opportunity to develop your own abilities?

CG3: Does your organization offer you opportunities to grow and learn new skills?

CG4: Do you plan to stay with this organization for the foreseeable future?

CG5: Are you satisfied with the fairness of promotion procedure in your company?

#### **4.5.1.11. Pay**

Pay is a form of periodic payment from an employer to an employee, which may be specified in an employment contract. It is contrasted with piece wages, where each job is paid separately on an hourly or other unit basis, rather than on a periodic basis. The items included in this variable, are as follows:

P1: Do you receive appropriate pay for your job according to work assigned to do?

P2: Are amounts of wages and salaries and personal bonuses in public knowledge at your workplace?

P3: Do you feel unappreciated by the organization when you think about what they pay you? R

#### **4.5.1.12. Work life balance**

A balance between professional and personal life with the family. The availability of adequate time to spend pleasure and leisure activities. Work life balance play an important role for any individual for sustaining the society. The items included in this variable, are as follows:

WLB1: How often do the demands of your job interfere with your family life? R

WLB2: How often do you find it difficult to cope at your work and family? R

WLB3: How often do you have to give up breaks because of workloads? R

WLB4: How often do you to stretch your working day to get all the work done? R

WLB5: How often does your work interrupt in your family or personal life because of work related inquiries, calls, etc.? R

WLB6: How often do you work extra hours beyond your usual schedule? R

WLB7: how often do you take time off during your work to take care of personal or family matters?

#### **4.5.1.13. Fringe benefits**

Any benefits which is linked with the performance or policies of the job like pension, profit sharing programs, vacation pay and company- paid life, health and unemployment insurance programs granted to employees by employers. It is considered as fringe benefits index in the study in which twelve items, are related to this variable. The items included in this variable, are as follows:

FB1: Does your organization provide conveyance, tour, travel (including foreign travel) for official purpose?

FB2: Does your organization provide facility of hotel, boarding and lodging for official purpose?

FB3: Does your organization provide you paid holidays?

FB4: Does your organization provide transport facility?

FB5: Does your organization provide for medical expenses?

FB6: Does your organization provide contribution by the employer to an approved superannuation fund?

FB7: Does your organization provide use of telephone (including mobile phone) other than expenditure on leased telephone lines?

FB8: Does your organization provide facility of interest-free or concessional housing loan?

FB9: Does your organization provide facility of interest-free or concessional personal loan?

FB10: Does your organization provide house rent allowance?

FB11: Does your organization provide expenditure on employee's welfare?

FB12: Does your organization provide gratuity or provident fund?

#### **4.5.2. Operationalization of variables of organizational commitment**

##### **4.5.2.1. Affective commitment**

Affective commitment refers to the mutual attachment, involvement, and affection towards the organization as well toward employees or peer group, where an employee feels happy to be a member of the organization. The items included in this variable, are as follows:

AC1: You do not feel a strong sense of "belonging" to your organization. (R)

AC2: You do not feel "emotionally attached" to this organization. (R)

AC3: You do not feel like "part of the family" at my organization. (R)

AC4: You would be very happy to spend the rest of your career with this organization.

##### **4.5.2.2. Normative commitment**

A person, out of his feeling of obligation to his workplace, mixed with a feeling of moral obligation or "the right thing to do", based on the socialization processes, forms personal values or decisions of staying in the organization. The items included in this variable, are as follows:

NC1: You do not feel any obligation to remain with you current employer. (R)

NC2: Even if it were to your advantage, you do not feel it would be right to leave your organization now.

NC3: You would feel guilty if you leave your organization now.

NC4: This organization deserves you loyalty.

NC5: You would not leave your organization right now because you have a sense of obligation to the people in it.

#### **4.5.2.3. Continuance commitment**

Continuance commitment of an individual defines the availability of opportunities outside the company he has. Reason for willingness to stay in the organization is either extra cost which will be incurred, few job opportunities, or simply that the employees are scared to face losses between jobs searched or job quit. The items included in this variable, are as follows:

CC1: Too much of your life would be disrupted if you decide to leave your organization now.

CC2: You feel that you have too few options to consider leaving this organization.

CC3: If you had not already put so much of yourself into this organization, you might consider working elsewhere.

#### **4.5.3. Operationalization of variables of organizational performance**

Organizational performance is measured through evaluation of efficiency ratio and profitability ratio of the organization. The average of the ratio for three years has been taken on the basis of average years of targeted employees' for data collection stay in the company. Four variables are used to determine the performance of the selected IT companies, are as follows:

##### **4.5.3.1. Cost per employee**

The total amount paid in form wages and benefits to the employee. It includes the salaries, wages, bonuses, contribution to funds, staff welfare expenses, voluntary retirement scheme, gratuity paid and other employee cost.

**Equation 4.1:** Cost per employee = 
$$\frac{\text{Employee cost}}{\text{Number of employees}}$$

##### **4.5.3.2. Revenue per employee**

It reveals the revenue generated by the each employee in the organization. This variable is most important for the organization to build the sustainability in the market.

**Equation 4.2:** Revenue per employee = 
$$\frac{\text{Revenue}}{\text{Number of employees}}$$

#### **4.5.3.3. Return on capital employed**

It measures how efficiently a company can generate profits from its capital employed by comparing net operating profit to capital employed. In other words, return on capital employed shows investors how many dollars in profits each dollar of capital employed generates.

$$\text{Equation 4.3: Return on capital employed} = \frac{\text{Net operating profit}}{\text{Employed capital}}$$

#### **4.5.3.4. Total assets turnover ratio**

The higher the asset turnover ratio, the better the company is performing, since higher ratios imply that the company is generating more revenue per dollar of assets.

$$\text{Equation 4.4: Total assets turnover ratio} = \frac{\text{Net sales revenue}}{\text{Average total assets}}$$

### **Summary**

The purpose of this chapter is to discuss the various variables identified from the literature review and developed the questionnaire. The question items are drafted on the basis of finding of previous literature, further, the wordings and languages of questions is modified as per as suggestions and feedbacks received from the pre-testing and piloting of questionnaire. Selection of variables and items is based on the principal component analysis and rotated component matrix. After the factor analysis, reliability of the items is checked by the Cronbach's alpha. The next chapter deals with data analysis and interpretation after applying the tools and techniques as mentioned in the previous chapter.

**SECTION-3**  
**RESULTS AND DISCUSSIONS**

## CHAPTER 5

# ASSOCIATION OF QUALITY OF WORK LIFE AND ORGANIZATIONAL COMMITMENT

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### 5.1. Introduction

QWL develops an encouraging atmosphere within the organization, which aims to enhance an employee's skills and abilities. In other words, "QWL is a way of thinking about people, work and organizations; its distinctive elements are (i) a concern about the impact of work on people as well as on organizational effectiveness, and (ii) the idea of participation in organizational problem-solving and decision making" -Nadler and Lawler. QWL plays an important role in developing commitment in an employee. Organizational commitment is the psychological attachment of employees' towards organization in terms of affective, normative and continuance commitment. According to the past researches, QWL and organization commitment are directly proportional to each other. If organization offers better QWL, organization gets a committed employee in return, who helps to generate profit for the organization.

Important variables (dimensions) of QWL and OC have been found by using factor analysis for this study. Thirteen variables and forty four items were extracted through factor analysis. In this study, variables of QWL that are identified in factor analysis are: job security, participative management, peer relationship, superior subordinate relationship, safety and harassment, pay, rewards and recognitions, work life balance, work load, time pressure and fringe benefit. Three variables and twelve items of OC were extracted through factor analysis. The factors related to OC are: affective commitment, normative commitment and continuance commitment that are used for measurement of OC. For details (refer to chapter 4).

This chapter covers the results of data cleansing, test of normality, multi collinearity and association between the variables (dimensions) of QWL and OC. Statistical techniques used are Pearson correlation coefficient and linear regression. The variables of QWL are taken as independent variable that are regressed with dependent variable i.e. OC.



## **5.2. Response rate**

While conducting the survey for this study 700 questionnaires were returned by the respondents out of total 2000 questionnaires, which were distributed. However, from the returned questionnaires, 82 questionnaires were discarded as they were filled partially, and were not adequate for analysis. The actual response rate is 30.9 %. The sample were consisted of 618 questionnaire completely filled by employee of IT sector.

## **5.3.Data cleansing**

Before applying the statistical tools on the data, it is important to remove the erroneous data. For this, the process of data cleansing is applied for detecting and removing the corrupt or inaccurate value as well as missing value and outliers from the data. The results of data cleansing process are given as below:

### **5.3.1 Missing Data**

The missing data is calculated in this study by using SPSS 20. Since all filled questionnaires are analyzed carefully, and only properly filled questionnaire are taken for the further analysis, no missing data is encountered while analyzing the descriptive statistics for this purpose. The result of missing data of all the constructs is given the below Table5.1.

**Table 5.1. Missing Data Statistics of the variables**

Univariate Statistics					
	N	Mean	Std. Deviation	Missing	
				Count	Percent
JS	618	55.4127	13.54211	0	0
PM	618	55.0783	14.99211	0	0
SR	618	55.3722	14.04682	0	0
PR	618	54.2945	13.77502	0	0
TP	618	57.4894	14.83479	0	0
WL	618	58.7620	14.66783	0	0
SH	618	61.2745	13.25591	0	0
RR	618	57.4539	12.99390	0	0
C	618	58.3167	14.82388	0	0
CPD	618	60.8037	13.73980	0	0
P	618	60.3776	14.43583	0	0
WLB	618	53.1761	15.50004	0	0
AC	618	59.8637	13.72358	0	0
NC	618	60.0108	15.07529	0	0
CC	618	58.3493	15.46227	0	0
FB	618	79.6956	12.37121	0	0

*(Table shows the predictors i.e. JS stands for job security, PM stands for participative management, SR stands for superior relationship, PR stands for peer relationship, TP stands for time pressure, WL stands work load, SH stands for safety and harassment, RR stands for rewards and recognitions, C stands for communication, CPD stands for career promotion and development, WLB stands for work life balance, FB stands for fringe benefits and OC stands for organizational commitment which is dependent variable)*

### 5.3.2. Outliers

The analysis for univariate outliers was performed by determining the frequency distribution of Z-score of the observed data. Mahalanobis distance ( $D^2$ ) in which each variable were compared with its mean values and then distance in standard deviation unit between each observation are measured (Byrne 2001; Kline, 2005). The result show only one outlier case whose  $D^2$  values are greater than critical value (32.92), and the concerned probability is less than 0.001.

**Table 5.2. Mahalanobis distance ( $D^2$ ) for Outliers**

<b>Mahalanobis <math>D^2</math></b>	<b>Probability</b>
36.87304	0.0004
33.27836	0.0015
32.92539	0.0017
32.58650	0.0018
32.58630	0.0019

The deletion of the outliers might improve the analysis; however, it is decided to retain them in the data for further analysis as the no. of outliers were negligible.

#### **5.4.Data normality**

Normality is characterized as the state of the data distribution or an individual metric variable and its correspondence to the ordinary distribution, which is the benchmark for statistical methods (Hair et al., 2006). Violation of the normality might affect the estimation of the results. There are two way to check the normality of the data, one is through analyzing the values of skewness and kurtosis and the other is through applying various test such as Shapiro-wilk Test and Kolmogorov–Smirnov test. The result of the mean, standard error, standard deviation, skewness and kurtosis of two variables named QWL and OC are given in the table.

##### **5.4.1. Before normalization**

The table 5.3, table 5.4, figure 5.1 and figure 5.2 shows the result of QWL and OC before normalization. The following tables gives the graphical representation, results of test and descriptive statistics of the non- normalized QWL and OC.

Table 5.3 presents the descriptive statistics of the variables used in the survey for individual IT employees. The following descriptive statistics are as follows:

**Table 5.3. Descriptive statistics of measured construct (non-normalized QWL and OC)**

	Descriptive statistics						
	Mean	Std. error	Std. Dev	Skewness	Std. error	kurtosis	Std. error
QWL	59.039	.26391	6.621	-0.400	0.098	2.213	0.196
OC	59.800	.41258	10.352	-0.465	0.098	.264	0.196

(Table contains descriptive statistics for the selected companies where QWL stands for QWL and OC stands for organizational commitment)

The results shows the mean score rating of QWL and organizational commitment are 59.0 and 59.8 respectively with the standard deviation of these two variables i.e. 6.56 and 10.25 respectively.

**Table5.4. Tests of Normality before normalization**

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	Df	Sig.
QWL before normalization	.092	618	.000	.960	618	.000
OC before normalization	.049	618	.001	.986	618	.000

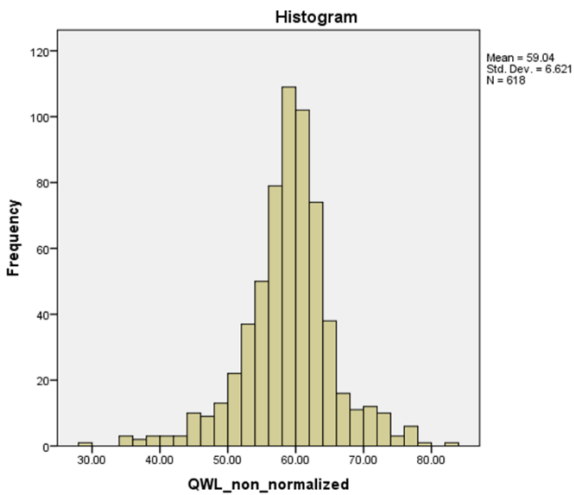


Figure 5.1. QWL before normalization

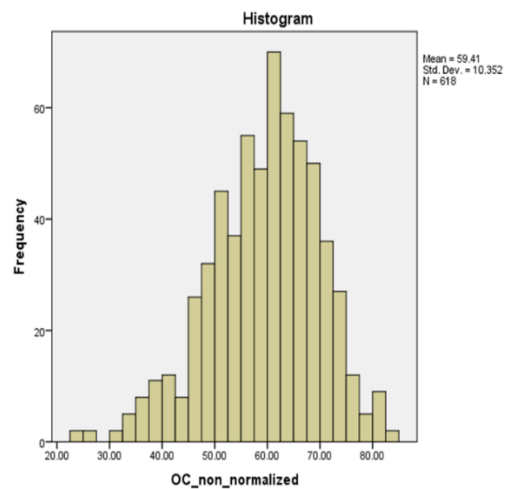


Figure 5.2. OC before normalization

## **Interpretation**

Shapiro-Wilk test and Kolmogorov–Smirnov test is used to check the normalization of data. Sum of the variables of QWL is not normally distributed with Kolmogorov-Smirnov test at significance value 0.000 and Shapiro-Wilk test at significance value 0.00 respectively which is less than the significance value 0.05. OC is also not normalized as the significance values of Shapiro-Wilk and Kolmogorov–Smirnov are 0.001 and 0.000 respectively which is less than the significance value 0.05. Visual inspection of graph of QWL and OC also shows non-normality of the data.

### **5.4.2. After normalization**

In the starting, QWL and OC were not normalized, it should be normalized because non normalized data can be inaccurate and inefficient, and non-normalized data might not produce the results, which researcher expects. Hence, two way step transformation called inverse distribution function method was used to get data normalized.

Table 5.5 presents the descriptive statistics of the variables used in the survey for individual IT employees. The following descriptive statistics are as:

**Table 5.5. Descriptive statistics of measured construct (Normalized QWL and OC)**

	Descriptive statistics						
	Mean	Std. error	Std. Dev	Skewness	Std. error	Kurtosis	Std. error
QWL	59.0364	.26391	6.56	-0.001	0.098	-.120	0.196
OC	59.8002	.41258	10.256	-0.001	0.098	-.129	0.196

(Table contains descriptive statistics for the selected companies where QWL stands for quality of work life and OC stands for organizational commitment)

The results shows the mean score rating of QWL and organizational commitment are 59.0 and 59.8 respectively with the standard deviation of these two variables i.e. 6.56 and 10.25 respectively.

**Table 5.6. Tests of Normality after applying inverse DF method**

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
QWL after normalization	0.003	618	.200*	1.000	618	1.000
OC after normalization	0.007	618	.200*	0.999	618	1.000

*a. Lilliefors Significance Correction*

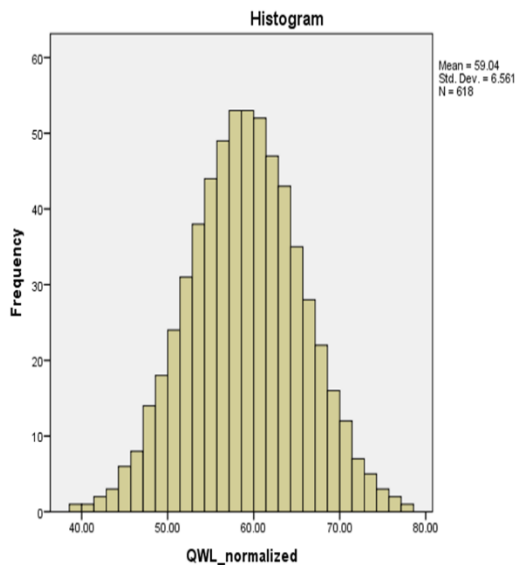


Figure 5.3. QWL after normalization

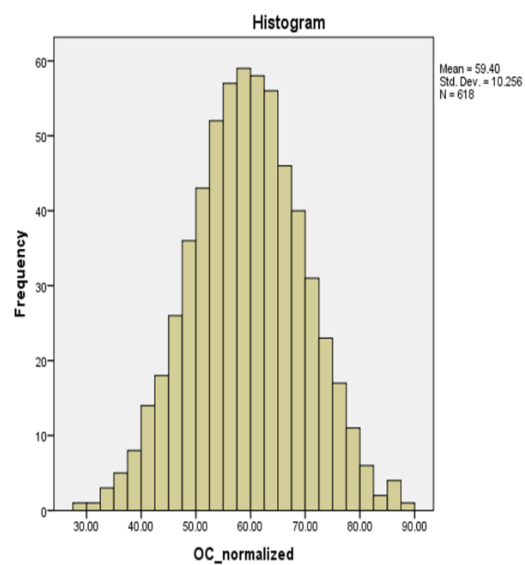


Figure 5.4. OC after normalization

## **Interpretation**

QWL and OC is normally distributed with Kolmogorov-Smirnov at significance value 0.200, and Shapiro-Wilk test at significance value 1.000 respectively which is greater than the significance value 0.05. Data of QWL and OC is now perfectly normalized after using the method of inverse distribution function and visual inspection of histogram of data of QWL also shows the perfectly normalization.

### **5.5. Check the Multi Collinearity among the variables of QWL**

It is very important to check the Multi Collinearity between the dimensions of QWL's variables. Multi Collinearity is checked by using the variance inflation factor and tolerance value. The value of the variance inflation factor and tolerance tells that how much variance is inflated between two variables. Variance inflation factor should be more than one but less than five and value of tolerance should not less than 0.20, which indicates no Multi Collinearity in the data.

The reason of checking Multi Collinearity is used to remove standard error of the coefficients which make variables insignificant in place of significant. The following table 5.7 of Collinearity statistics are as below:

**Table 5.7. Collinearity statistics of the QWL's variables**

Coefficients <sup>a</sup>			
Model		Collinearity Statistics	
		Tolerance	VIF
1	JS	.875	1.143
	PM	.694	1.441
	SR	.656	1.523
	PR	.704	1.420
	TP	.762	1.313
	WL	.814	1.228
	SH	.748	1.337
	RR	.757	1.321
	C	.677	1.477
	CPD	.584	1.714
	P	.786	1.272
	WLB	.929	1.076
	FB	.958	1.044

*(Table shows the predictors i.e. JS stands for job security, PM stands for participative management, SR stands for superior relationship, PR stands for peer relationship, TP stands for time pressure, WL stands for work load, SH stands for safety and harassment, RR stands for rewards and recognitions, C stands for communication, CPD stands for career promotion and development, WLB stands for work life balance, FB stands for fringe benefits and OC stands for organizational commitment which is dependent variable)*

Table 5.7.describes the Collinearity statistics of QWL's variables. The results shows that the VIF value is more than one among all variables so, it indicates no Multi Collinearity in the data. Moreover, level for each variables are above 1 which infers that Multi Collinearity does not exist among variables.



## 5.6. Relationship between dimensions of QWL and OC

The null hypothesis developed is as follows

**H<sub>01</sub>:** There is no significant relation between QWL and OC

Relation of the QWL and organizational commitment of the respondents has been calculated through the Pearson correlation method. Pearson correlation method defines the relationship between the two variables. The following table of correlation of QWL and OC is as below:

**Table 5.8. Correlation of the QWL and Organizational commitment**

		QWL	OC
<b>QWL</b>	Pearson Correlation	1	.484**
	Sig( 2-tailed)		.000
	N	618	618
<b>OC</b>	Pearson Correlation	.484**	1
	Sig( 2-tailed)	.000	
	N	618	618

\*\* . Correlation is significant at the 0.01 level (2-tailed).

*(Where QWL represents the quality of work life and OC stands for organizational commitment, N represents the no. of respondents and sig, shows the significance level)*

The correlation between the QWL and organizational commitment is positive having value  $r=0.484$  which indicates that there is a positive relationship between the two variables. This means that changes in one variable are strongly correlated with changes in the second variable. So, there is significant positive correlation between QWL and OC variables.

**Interpretation:** There is a positive correlation between the QWL and OC at the one percent significance level. The p value is 0.000 which shows that correlation is highly significant level between the variables. So, it rejects the null hypothesis.

### 5.6.1. Correlation between QWL and types of commitment

The following table shows the correlation between the QWL and various components of OC i.e. affective, continuance and normative commitment. The null hypothesis is developed as:

**H<sub>02</sub>:** There is no significant relation between QWL and various types of OC.

**Table 5.9. Correlation of the Quality of work life with the types of Organizational commitment**

		AC	CC	NC	QWL
<b>AC</b>	Pearson Correlation	1	.		
	Sig( 2-tailed)				
	N	618			
<b>CC</b>	Pearson Correlation	.181*	1		
	Sig( 2-tailed)	.022			
	N	618	618		
<b>NC</b>	Pearson Correlation	.198*	.323*	1	
	Sig( 2-tailed)	.000	.000		
	N	618	618	618	
<b>QWL</b>	Pearson Correlation	.295*	.277*	.456*	1
	Sig( 2-tailed)	.000	.000	.000	
	N	618	618	618	618

*\*correlation is significant at the 0.01 level (2-tailed)*

*(Where QWL represents the quality of work life and OC stands for organizational commitment, N represents the no. of respondents and sig, shows the significance level)*

It can be seen in the table that there is positive correlation between the variables. It means that as one variable increases its value, the second variable also increase its value. Similarly, as one variable decreases in value, the second variable also decreases in value.

The correlation between the QWL and variables of organizational commitment is positive which indicates that there is strong relationship between the components of commitment i.e. normative, affective and continuance commitment. The highest correlation coefficient is of quality of work life with normative commitment. This means sense of obligation to stay in the organization is high in the employees than any other factor that contributes to OC. QWL and normative commitment is positively correlated (r=0.456) with each other which is highly correlated in comparison to

affective commitment ( $r=0.295$ ) and continuance commitment( $r=0.277$ ). The normative component among all components of OC is strongly correlated with QWL having  $r = 0.456$ .

## **Interpretation**

There is a significant positive correlation between the QWL and variables of OC. The value of significance is less than 0.01 at the one percent level of significance. So, it rejects the null hypothesis. The highest positive correlation is between QWL and normative commitment.

## **5.7.Regression results of latent constructs**

Linear regression is used to predict the value of a variable based on the value of another variable. Regression is used to measure the relationship between dependent and independent variables where independent variables are also called as predictor. Linear regression model is used to find out the effect of dimensions of QWL on overall commitment and various types of commitment. It is discussed in coming sections.

### **5.7.1. Regression results of dimensions of QWL and overall commitment**

The following results from regression are in the below table 6.1 and null hypothesis is developed as:

**H<sub>01</sub>:** There is no significant relation between dimensions of QWL and OC.

Linear regression consists of finding the best-fitting straight line through the points. The best-fitting line is called a regression line. Linear regression method consists of model summary, beta coefficients and regression residuals. Model summary gives the variance on dependent variable through the predictors. Coefficient table explains the coefficient of independent variables and significance level of each variable separately. Regression residual table of linear regression defines the F value of the variables. F value is the mean score of regression on residuals.

The tables is showing variable columns and rows in which, rows describe the predictor variables and column describe the effect of each predictor on dependent variable. R presents the correlation

between observed and predicted values of dependent variables where R square is the proportion of variance in the dependent variable and also it measures the strength of association. The following table of model is as below:

**Table 5.10. Regression of dimensions of QWL on dependent variable OC**

Variables	Model 1 Dependent variable : OC Method: Linear Regression method		
	Coefficients	t- stat	sig.
<b>(Constant)</b>	16.674	4.585	0.000
<b>JS</b>	0.003	0.094	0.925
<b>PM</b>	0.02	0.698	0.485
<b>SR</b>	0.008	0.257	0.797
<b>PR</b>	0.079	2.624	<b>0.009</b>
<b>TP</b>	0.113	4.198	<b>0.000</b>
<b>WL</b>	0.118	4.476	<b>0.000</b>
<b>SH</b>	0.038	1.259	0.208
<b>RR</b>	0.051	1.653	0.099
<b>C</b>	-0.026	-0.898	0.370
<b>CPD</b>	0.154	4.624	<b>0.000</b>
<b>P</b>	0.094	3.435	<b>0.001</b>
<b>WLB</b>	0.085	3.653	<b>0.000</b>
<b>FB</b>	0.001	-0.012	0.991
<b>R-squared</b>	0.300		
<b>Adjusted R-squared</b>	0.285		
<b>Durbin-Watson stat</b>	1.912		
<b>F-statistics</b>	19.873		
<b>Significance ( F-stat)</b>	0.000		

a. Dependent Variable: OC

b. Predictors: (Constant): JS, PM, SR,PR,TP, WL, SS, RR , C, CPD, P, WLB, FB,

(Table shows the predictors i.e. JS stands for job security, PM stands for participative management, SR stands for superior relationship, PR stands for peer relationship, TP stands for time pressure, WL stands work load, SH stands for safety and harassment, RR stands for rewards and recognitions, C stands for communication, CPD stands for career promotion and development, WLB stands for work life balance, FB stands for fringe benefits, OC stands for organizational commitment which is dependent variable, model 1a stands for the model of affective commitment, model 1b stands for continuance commitment and model 1c stands for normative commitment )

### Equation 5.1. Model of organizational commitment

$$\text{Model 1: } OC = \alpha + \beta_1JS + \beta_2PM + \beta_3SR + \beta_4PR + \beta_5TP + \beta_6WL + \beta_7SH + \beta_8RR - \beta_9C + \beta_{10}CPD + \beta_{11}P + \beta_{12}WLB + \beta_{13}FB + \varepsilon \dots \dots \dots 5.1$$

The output of first table shows the model summary and overall fit statistics of dependent variable i.e. OC with the predictors. The results show that the adjusted R<sup>2</sup> in the model is 0.285 with the R<sup>2</sup> = 0.300 of predictors that means that the linear regression explains 28.5% of the variance in the data. The coefficient represents the effect of predictors on dependent variable such as coefficient of job security is .003. So for every unit increases in job security there is 0.003 unit increases in OC with the holding of other variables constant. There are some predictors such as peer relationship, time pressure, work load, career promotion and development, pay and work life balance which create high impact on OC. The results shows that the value of F = 19.873 with 617 degree of freedom at the significance value 0.000 which means there is highly significant association between the dependent and independent variables(predictors).

### Interpretation

The coefficient of peer relationship (0.79), time pressure (0.113), work load (0.118), career growth (0.154), pay (0.94) and work life balance (0.85) are significant with the OC because all have p-value smaller than 0.01. Time pressure, work load and career growth are three predictor, which play a vital role in the life of employees' and create attachment towards the organization. Dimensions of QWL are highly significant with the dependent variable OC, thus it can be seen that there is a relationship between predictors and dependent variables in the model. So, value of F given in the test rejects the null hypothesis.

### 5.7.2. Regression results of various types of OC and dimensions of QWL

Following null hypotheses are opted for the analysis as:

**H<sub>01a</sub>:** There is no significant relation between dimensions of QWL and affective commitment.

**H<sub>01b</sub>:** There is no significant relation between dimensions of QWL and continuance commitment.

**H<sub>01c</sub>:** There is no significant relation between dimensions of QWL and normative commitment.

Table 5.11 shows the effect of dimensions on affective, continuance and normative commitment.

The following table represents the three model of commitment are as below:

**Table 5.11. Regression of dimensions of QWL with various types of OC**

	Model 1a Dependent variable: AC			Model 1b Dependent variable: CC			Model 1c Dependent variable: NC		
Variables	Coeff	t- stat	sig.	coeff	t- stat	sig.	coeff	t- stat	sig.
(Constant)	22.295	4.101	0.000	20.442	3.468	0.001	-4.212	-0.789	0.43
JS	0.085	2.064	<b>0.039</b>	-0.047	-1.053	0.293	-0.016	-0.4	0.689
PM	0.012	0.282	0.778	0.053	1.173	0.241	-0.003	-0.075	0.940
SR	0.044	0.949	0.343	-0.01	-0.201	0.84	-0.014	-0.306	0.760
PR	-0.029	-0.646	0.518	0.167	3.419	<b>0.001</b>	0.148	3.338	<b>0.001</b>
TP	0.106	2.621	0.009	0.021	0.486	0.627	0.25	6.326	<b>0.000</b>
WL	0.046	1.178	0.239	0.189	4.424	<b>0.000</b>	0.134	3.469	<b>0.001</b>
SS	0.057	1.259	0.209	-0.016	-0.334	0.738	0.059	1.317	0.188
RR	0.119	2.581	<b>0.010</b>	0.074	1.479	0.140	-0.014	-0.305	0.760
C	-0.04	-0.934	0.351	-0.067	-1.434	0.152	0.019	0.454	0.650
CPD	0.19	3.816	<b>0.000</b>	0.075	1.395	0.164	0.2	4.085	<b>0.000</b>
P	-0.001	-0.026	0.98	0.139	3.14	<b>0.002</b>	0.167	4.162	<b>0.000</b>
WLB	0.004	0.122	0.903	0.065	1.725	0.085	0.195	5.677	<b>0.000</b>
FB	0.036	0.825	0.410	0.032	0.69	0.491	-0.03	-0.72	0.472
R-squared	0.126			0.148			0.336		
Adjusted R-squared	0.107			0.130			0.332		
Durbin-Watson stat	2.012			2.104			1.696		
F-statistics	6.681			8.086			23.51		
Significance	0.000			0.000			0.000		

a. Dependent Variable: OC

b. Predictors: (Constant): JS, PM, SR, PR, TP, WL, SS, RR, C, CPD, P, WLB, FB,

(Table shows the predictors i.e. JS stands for job security, PM stands for participative management, SR stands for superior relationship, PR stands for peer relationship, TP stands for time pressure, WL stands work load, SH stands for safety and harassment, RR stands for rewards and recognitions, C stands for communication, CPD stands for career promotion and development, WLB stands for work life balance, FB stands for fringe benefits, OC stands for organizational commitment which is dependent variable, model 1a stands for the model of affective commitment, model 1b stands for continuance commitment and model 1c stands for normative commitment )

**Equation 5.2. Model of affective commitment**

**Model 1a:**  $AC = \alpha + \beta_1JS + \beta_2PM + \beta_3SR + \beta_4PR + \beta_5TP + \beta_6WL + \beta_7SH + \beta_8RR - \beta_9C + \beta_{10}CPD + \beta_{11}P + \beta_{12}WLB + \beta_{13}FB + \epsilon$ .....**5.2**

In the first model, there is 10% variation among the dimensions of the QWL. Time pressure, career promotions and development, rewards and recognitions and job security are highly significant with the affective commitment than the other dimensions of the QWL.

**Equation 5.3. Model of continuance commitment**

**Model 1b:**  $CC = \alpha + \beta_1JS + \beta_2PM + \beta_3SR + \beta_4PR + \beta_5TP + \beta_6WL + \beta_7SH + \beta_8RR - \beta_9C + \beta_{10}CPD + \beta_{11}P + \beta_{12}WLB + \beta_{13}FB + \epsilon$ .....**5.3**

In the second model, there is 13% variation among the dimensions of the QWL. Peer relationship, work load and career promotions and development are highly significant with the continuance commitment than the other dimensions of the QWL.

**Equation 5.4. Model of normative commitment**

**Model 1c:**  $NC = \alpha + \beta_1JS + \beta_2PM + \beta_3SR + \beta_4PR + \beta_5TP + \beta_6WL + \beta_7SH + \beta_8RR - \beta_9C + \beta_{10}CPD + \beta_{11}P + \beta_{12}WLB + \beta_{13}FB + \epsilon$ .....**5.4**

In the third model, there is 33% variation among the dimensions of the QWL. Peer relationship, work load, time pressure, pay, work life balance and career promotions and development are highly significant with the normative commitment than the other dimensions of the QWL.

**Interpretation**

The results show that affective, continuance and normative commitment is highly significant with the dimensions of the quality of the work life. , thus it can be seen that there is a relationship

between predictors and dependent variables in the model. So, value of F given in the test rejects the null hypothesis

### **Summary**

This chapter provides the significant level of the dimensions of the quality of the work life with OC. There is significantly positive correlation between QWL with the types of OC of the employees. Time pressure, work load and career growth are important three predictor, which play a vital role in the life of employees' to create attachment towards the organization [117]. The employee's commitment and decision to stay in the organization are guided by an emotional bond with the colleagues and the organization rather than by any logical reasoning [98]. The Peer relationship, work load, time pressure, pay, work life balance and career promotions and development are highly significant with the normative commitment, it means these dimensions create an obligation in employees to stay in the organization. Peer relationship, work load and career promotions and development are highly affected factors for employees' continuation job in the organization. Peer relationship, time pressure, work load, career promotion and development, pay and work life balance are positively significant with the OC. This chapter give the important dimensions of the QWL which creates commitment in today's IT employees towards organization. In the end, it can be seen that job satisfaction, rewards and recognitions and career promotion and development are highly significant with the affective commitment at the level of 5% significance. Peer relationship, work load and career promotions and development are positively significant with the continuance commitment at the 2% significance level. Where, peer relationship, work load, time pressure, pay, work life balance and career promotions and development are highly significant with the normative commitment at the level of 1% significance. For overall organizational commitment, peer relationship, time pressure, work load, rewards and recognitions, career promotion and development, pay and work life balance.



## CHAPTER 6

### ASSOCIATION OF DEMOGRAPHIC VARIABLES WITH QUALITY OF WORK LIFE AND ORGANIZATIONAL COMMITMENT

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#### 6.1. Introduction

This chapter discusses the demographic characteristics of the respondents and their association with QWL and OC. The significance level of the association of various demographic variables with QWL and OC is found by the use of general linear model of regression which is discussed in this chapter.

#### 6.2. Demographic Characteristics of Participants

The demographic characteristics includes age, education level, gender, designation, work experience, jobs changed, number of dependents and spouse's income in IT firms. The frequency distribution is shown in the table 6.1.

**Table 6.1: Descriptive statistics of demographic Variables**

Category	Sub-category	No. of respondents	Percentage
Gender	Male	463	74.9%
	Female	155	25%
Age	Below 35 years	459	74.2%
	35 & above	159	25.7%

<b>Marital status</b>	Married	208	33.6%
	Unmarried	410	66.3%
<b>Qualification</b>	Graduate	318	51.5%
	Post graduate/ professional course	300	48.5%
<b>Remuneration</b>	Below 5 lakhs	361	58.4%
	above5 lakhs	257	41.6%
<b>Designation</b>	Manager	34	5.5%
	Executive	103	16.6%
	Engineer	183	29.6%
	Application developer	133	21.5%
	Trainee	106	17.1%
	Team Leader	59	9.5%
<b>Work experience</b>	Under 5 years	321	51.9%
	Above 5 years	297	48.1%
<b>Job changed</b>	Less than 2 jobs	402	65.05%
	More than 2 jobs	216	34.95%
<b>Dependents</b>	No dependents	444	71.85%
	Dependents	174	28.15%
<b>Spouse's Income</b>	Below 2.5 l	536	86.73%
	Above2.5l	82	13.26%
<b>Total</b>		<b>618</b>	<b>100</b>

### **6.2.1. Gender**

The majority of respondents were male compared to the female respondents as shown in table 4.1. Male respondents are 74.9% while female respondents are only 25%. Ratio of male and female from the data collection for this study is 3:1.

### **6.2.2. Age**

The grouping of age has been done in two categories, which vary from below 35 years to more than 35 years. The majority of the respondents according to the age group come under the category of below 35 years amounting to 74.2% of total respondents, while the percentage of respondents having age-group above 35 years with 25.7%. In the study, there was no respondents having the age under 25 years and very few respondents were above 50.

### **6.2.3. Marital status**

Most of the respondents who participated in the survey are unmarried, which is around 66.3% of the total respondents and married respondents were only 33.6%.

### **6.2.4. Qualification**

Qualification of respondents is categorized into two groups. Most of the respondents are graduate comprising 51.4% of the total respondents. The number of respondents who had completed their post-graduation or professional qualified were less than half of total respondents i.e. 48.5%.

### **6.2.5. Designation**

Respondents are categorized into five designation for the study i.e. manager, executive, software developer, team leader and trainee. However, this characteristics has not been used in the analysis. There was overlapping of the job profiles as some of the managers also acted as team leaders and job profile varies from company to company.

### **6.2.6. Work experience**

The total work experience of respondent is categorized into two groups which ranged from less than five years and more than five years. From the survey, most of the respondents were falling in the range of 0-5 and 5-10 years' experience with percentage of 59.2 and 48.8 respectively.

### **6.2.7. Jobs changed**

The demographic variable, number of jobs changed describes that how many jobs are changed by the employee before being employed in the present organization. Number of jobs changed is categorized into two groups such as less than 2 jobs changed and more than 2 jobs changed. The percentage of the respondents that changed job less than two times were 65.05% while those who changed more than two times were almost one third i.e. 34.95%.

### **6.2.8. Number of dependents**

The number of dependents are divided into two categories i.e. having dependents and no dependent. 71.8% has no dependents. While, respondents who have one or more than one dependents are 28.15%.

## **6.3. Multi Collinearity among variables**

It is very important to check the Multi Collinearity between the demographic variables, QWL's variables and OC's variables. Multi Collinearity is checked by using the variance inflation factor and tolerance value. The reason of checking Multi Collinearity is used to remove standard error of the coefficients which make variables insignificant in place of significant. The result of the demographic variables with dependent variables as QWL is given in the table 6.2.

**Table 6.2. Collinearity statistics of the demographic variables**

Model	Collinearity Statistics	
	Tolerance	VIF
Gender	.937	1.068
Age	.852	1.173
Marital status	.791	1.264
IT work experience	.773	1.293
Qualification	.863	1.159
Name of organization	.890	1.124
Gross salary	.697	1.434
Designation	.800	1.250
Jobs changed	.681	1.468
No. of dependents	.820	1.219
Spouse's income	.831	1.203

The value of the variance inflation factor and tolerance tells that how much variance is inflated between two variables. Variance inflation factor should be more than one but less than five and value of tolerance should not less than .20, which indicates no Multi Collinearity in the data. The results shows that the VIF value of all demographic variables have more than one but less than five, which means there is no Mullti Collinearity in the data and the value of tolerance of all demographic variables is above .597, which also indicates no Multi Collinearity.

#### **6.4. Relationship of demographic variables with the QWL and OC**

This part describes the association of demographic variables with the QWL and OC. Firstly, demographic variables have been obtained from the distributed questionnaire to employees of selected IT companies. To check the association, firstly dummy variables are created for each demographic variable then regressed against the scores of QWL and OC of the respondents.

#### **6.4.1. Dummy variables of demographic characteristics**

In the study, researcher has chosen demographic variables such as gender, marital status, age group, work experience, education qualification, jobs changed, number of dependents. These all qualitative variables plays an important role in performance of the employees. These qualitative variables are essentially nominal scale variables with no particular numerical values. So, firstly these variables are quantified by creating so called dummy variables, which takes values of 0 and 1. 0 indicating the absence of an attribute and 1 indicating its presence. In the study, the following dummy variables used for multi regression. Variables are quantified as follow:

**For gender;** male respondent is given score 1 and female respondent is given score 0.

**For respondents;** falling in the age group 25- 35 years the value to the variable is given score 1 while for the respondents having age above 35 years the variable is given score 0.

**For marital status;** married respondents are given score 1 and unmarried respondents are given score 0.

**For work experience;** respondents having experience of less than 5 years are given score 1 and above 5 years experienced respondent are given score 0

**For educational qualification;** graduate respondent is given score 1 and post graduate respondent is given score 0.

**For jobs changed;** respondents who have changed job 2 times or less are given score 1 and respondents who have changed jobs more than 2 times are given score 0

**For dependents;** respondent having no dependents are given score 1 and respondent having one or more dependents are given score 0.

#### **6.5.General Linear Model**

The possibility of ordinary linear square model may not be appropriate, stems for the fact, that lumping together different companies may camouflage, the heterogeneity (individual or uniqueness) that may exist among twenty one companies. The difference may be due to special features of company such as human resource practice and policies. One way to take into account the heterogeneity that may exist among each companies is to have its own interrupt.



Table 6.3 shows the result of multivariate regression of the demographic variables on the dependent variable. In the model, various organization is used as fixed factor, QWL is used as dependent variable and dummy of demographic variables are used as covariate.

**Table 6.3. Tests of fixed effects for the demographic variables with QWL**

Parameter Estimates							
Dependent Variable:	QWL normalized						
Parameter	B	Std. Error	T	Sig.	95% Confidence Interval		Partial Eta Squared
					Lower Bound	Upper Bound	
Intercept	56.133	1.857	30.225	.000	52.485	59.780	.607
Dummy gender	-.258	.615	-.420	.675	-1.465	.949	.000
Dummy age	-.927	.677	-1.368	.172	-2.257	.404	.003
Dummy work experience	.878	.611	1.438	.114	-.321	2.078	.003
Dummy qualification	1.315	.577	2.278	<b>.023</b>	.181	2.449	.009
Dummy jobs changed	.202	.565	.358	.721	-.907	1.311	.000
Dummy marital status	.861	.639	1.347	.179	-.395	2.117	.003
Dummy dependents	-1.368	.562	-2.433	<b>.050</b>	-2.472	-.264	.010
[organisation 1]	3.690	2.086	1.769	<b>.077</b>	-.408	7.788	.005
[organisation 2]	4.204	2.015	2.086	<b>.037</b>	.246	8.162	.007
[organisation 3]	2.976	2.018	1.475	<b>.041</b>	-.988	6.940	.004
[organisation 4]	4.041	2.238	1.806	<b>.051</b>	-.354	8.436	.005
[organisation 5]	3.022	2.146	1.408	.160	-1.193	7.237	.003
[organisation 6]	2.008	2.010	.999	.318	-1.940	5.957	.002
[organisation 7]	.863	2.086	.414	.679	-3.234	4.959	.000
[organisation 8]	-1.162	2.120	-.548	.584	-5.325	3.001	.001
[organisation 9]	5.786	2.101	2.754	<b>.006</b>	1.660	9.912	.013
[organisation 10]	5.136	2.193	2.342	<b>.020</b>	.828	9.444	.009
[organisation 11]	3.192	2.172	1.470	.142	-1.072	7.457	.004
[organisation 12]	3.469	2.047	2.695	<b>.041</b>	-.551	7.489	.005
[organisation 13]	1.968	2.046	.962	.337	-2.051	5.986	.002
[organisation 14]	2.568	2.112	1.216	.224	-1.580	6.717	.002
[organisation 15]	.648	2.090	.310	.757	-3.456	4.753	.000
[organisation 16]	-3.026	2.096	-1.444	.149	-7.142	1.090	.004
[organisation 17]	-.833	2.122	-.393	.695	-5.001	3.335	.000



[organisation 18]	2.198	2.031	1.082	.280	-1.790	6.186	.002
[organisation 19]	2.628	2.056	1.278	.202	-1.410	6.666	.003
[organisation 20]	2.142	2.140	1.001	.317	-2.061	6.345	.002
[organisation 21]	0 <sup>a</sup>						
a. This parameter is set to zero because it is redundant.							

*(Where B stands for coefficient, sig. stands for the probability or level of significance, t stands for t-statistics, QWL stands for quality of work life, dummy variables of demographic variables in the table is described as: For gender; male respondent is given score 1 and female respondent is given score 0. For age group; 25- 35 years' respondent is given score 1 and above 35 years' respondent is given score 0. For marital status; married respondents are given score 1 and unmarried respondents are given score 0. For work experience; below 5 years experienced respondent is given score 1 and above 5 years experienced respondent is given score 0. For educational qualification; graduate respondent is given score 1 and post graduate respondent is given score 0. For Jobs changed; 2 times job changed respondent is given score 1 and more than 2 times jobs changed respondent is given score 0. For dependents; respondent having no dependents are given score 1 and respondent having more than one dependents are given score 0)*

The results show that educational qualification has a significant positive relation with the QWL. Gender, marital status, age group, dependent child, dependent adult, work experience do not have do not any significant relationship with the QWL [16]. The coefficient of gender and age group are -0.258 and -.0927. Its interpretation is that average score of QWL for a male employees is lower by about -0.258 units as compared to the average score of QWL of a female employees. In the case of age group, average score of the QWL for the 25-35years age employees is lower by -0.927 units as compared to the respondents having age more than 35 years, but both the variables not significant. Employees having work experience of less than 5 years have an average score of QWL is higher by 0.878 as compared to employees whom work experience is more than 5 years, but not significantly correlated.

### **Interpretation**

There is positive significant relation between the qualification and number of dependent child with the QWL at the five percent significance level, but work experience, age group and marital status do not have very high significant relation with QWL. They are significant at twenty percent significance level.

### 6.5.2. Relationship of demographic variables with the OC

The following hypothesis is developed as:

**H<sub>03</sub>** : There is no significant relation between demographic variables of employees and their perception towards and OC.

Table 6.4 shows the result of multivariate regression of the demographic variables on the dependent variables. In the model, various organization is used as fixed factor, OC is used as dependent variable and dummy of demographic variables are used as covariate.

**Table 6.4. Tests of fixed effects for the demographic variables with organizational commitment**

Parameter Estimates							
Dependent Variable:	OC normalized						
Parameter	B	Std. Error	T	Sig.	95% Confidence Interval		Partial Eta Squared
					Lower Bound	Upper Bound	
Intercept	57.591	2.803	20.547	.000	52.086	63.096	.417
Dummy gender	-.697	.928	-.751	.453	-2.518	1.125	.001
Dummy age	-1.316	1.022	-1.287	.199	-3.324	.692	.003
Dummy work experience	.530	.922	.575	.565	-1.280	2.341	.001
Dummy qualification	2.395	.871	2.748	<b>.006</b>	.683	4.106	.013
Dummy jobs changed	1.169	.965	1.211	.226	-.727	3.064	.002
Dummy marital status	-1.068	.968	-1.103	.270	-2.969	.833	.002
Dummy dependents	-1.346	.851	-1.581	<b>.014</b>	-3.018	.326	.000
[organisation 1]	4.397	3.149	1.396	.163	-1.787	10.582	.003
[organisation 2]	5.051	3.042	1.661	<b>.097</b>	-.923	11.025	.005
[organisation 3]	6.651	3.046	2.184	<b>.029</b>	.669	12.634	.008
[organisation 4]	4.245	3.377	1.257	.209	-2.387	10.878	.003
[organisation 5]	5.755	3.239	2.777	<b>.016</b>	-.607	12.117	.005
[organisation 6]	3.926	3.034	1.294	<b>.046</b>	-2.034	9.885	.003
[organisation 7]	-1.271	3.148	-.404	.687	-7.453	4.912	.000
[organisation 8]	.514	3.199	.161	.872	-5.768	6.797	.000
[organisation 9]	1.939	3.171	.612	.541	-4.288	8.166	.001
[organisation 10]	3.891	3.310	1.175	.240	-2.610	10.392	.002
[organisation 11]	1.152	3.277	.351	.725	-5.285	7.588	.000

[organisation 12]	.323	3.089	.104	.917	-5.745	6.390	.000
[organisation 13]	1.495	3.088	.484	.628	-4.570	7.560	.000
[organisation 14]	4.023	3.188	1.262	.207	-2.238	10.284	.003
[organisation 15]	.112	3.154	.036	.972	-6.082	6.307	.000
[organisation 16]	-9.246	3.163	-2.923	<b>.004</b>	-15.458	-3.034	.014
[organisation 17]	-8.287	3.203	-2.587	<b>.010</b>	-14.578	-1.996	.011
[organisation 18]	-.492	3.065	-.161	.872	-6.511	5.527	.000
[organisation 19]	1.393	3.103	.449	.654	-4.701	7.488	.000
[organisation 20]	-.647	3.230	-.200	.841	-6.990	5.696	.000
[organisation 21]	0 <sup>a</sup>						

a. This parameter is set to zero because it is redundant.

*(Where B stands for coefficient, sig. stands for the probability or level of significance, t stands for t-statistics, OC stands for organizational commitment, dummy variables of demographic variables in the table is described as: For gender; male respondent is given score 1 and female respondent is given score 0. For age group; 25- 35 years' respondent is given score 1 and above 35 years' respondent is given score 0. For marital status; married respondents are given score 1 and unmarried respondents are given score 0. For work experience; below 5 years experienced respondent is given score 1 and above 5 years experienced respondent is given score 0. For educational qualification; graduate respondent is given score 1 and post graduate respondent is given score 0. For Jobs changed; 2 times job changed respondent is given score 1 and more than 2 times jobs changed respondent is given score 0. For dependents; respondent having no dependents are given score 1 and respondent having more than one dependents are given score 0)*

The results show that lesser educational qualification and presence of dependents have a significant positive relation with the OC. Gender, marital status, age group, work experience, jobs changed and work experience do not have do not any significant relationship with the OC. The coefficient of gender and age group are -0.697 and -1.316. Its interpretation is that average score of OC for a male employees is lower by about -0.697 units as compared to the average score of OC of a female employees. In the case of age group, average score of the OC for the 25-35 years age employees is lower by -1.316 units as compared to the employees having age more than 35 years age employees, but not significant. Employees having under 5 years work experience raise the average score of OC by 0.530 as compared to employees whose work experience is more than 5 years, but it is also not significantly correlated.

## **Interpretation**

There is positive significant relationship between the lesser educational qualification and presence of dependents with the OC at the five percent significance level.

## **Summary**

The purpose of this chapter was to find out the impact of the demographic variables on the QWL and OC. This chapter reveals that qualification and no. of dependents are the main variables who describes the need of the QWL and develop commitment towards the organization for the IT employees.

## CHAPTER 7

### ASSOCIATION OF ORGANIZATIONAL PERFORMANCE WITH QUALITY OF WORK LIFE AND ORGANIZATIONAL COMMITMENT

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#### 7.1. Introduction

Organizational performance depends on efficiency of employees, superior and peer relationship, performance of team, superior-subordinate and other variables like strategy, programs, processes and policies formed by management of the organization [118]. All things mentioned above relate to the employees and hence, it can be seen that employees play an important role in achieving goals and objectives of the organization. Performance of the employees can be enhanced by improving QWL through execution of better human resource practices and policies [119]. So, it can be easily inferred that performance of the employees affect the organizational performance significantly.

Organizational performance is analyzed from the outcomes or actual results, which are based on three specific areas such as: (a). Financial performance (profits, return on assets, return on investment, etc.), (b). Product market performance (sales, market share, etc.), (c). Shareholder return (total shareholder return, economic value added, etc.). QWL and OC play a vital role in achieving the expected goals and objectives of the organization. This chapter focuses on the financial performance of the organization which is measured through financial ratios these are return on capital employed, total assets turnover ratio, revenue per employee and cost per employee.

This chapter also covers the association of QWL and OC of IT companies by using one way ANOVA. It also discusses about the companies that are offering better QWL and getting commitment from the employees. Last part covers the correlation between the organizational performance's variables with QWL and OC by using Pearson correlation.

## 7.2. Descriptive statistics of QWL and OC of the overall companies

Table shows the result of descriptive statistics of QWL and OC of the IT companies.

**Table 7.1.Descriptive statistics of QWL and OC of the companies**

<b>Descriptive Statistics</b>					
	N	Minimum	Maximum	Mean	Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Statistic
QWL	21	53.98	63.00	58.9152	2.27501
OC	21	49.24	65.37	59.0948	4.74940

*(QWL stands for quality of work life and OC stands for organizational commitment)*

The combined mean score and combined standard deviation of quality of work life and organizational commitment of companies are 58.91, 59.09 and 2.27, 4.74 respectively. Number of the companies for the study were twenty one.

## 7.3. Descriptive statistics of QWL and OC of the individual companies

Table 6.3.shows the mean score and standard deviation of QWL and organizational commitment of the each selected companies individually.

**Table 7.2. Descriptive Statistics of the individual IT companies**

Name of Organisation	Mean		Std. Deviation		Number of Cases
	QWL	OC	QWL	OC	
HCL Infosystem	56.10	63.25	4.77	6.86	35.00
CMC Ltd	61.13	63.38	5.78	9.73	37.00
Tata consultancy services	60.29	65.37	4.42	6.90	40.00
NIIT Ltd	60.93	62.4	4.82	6.01	22.00
WIPRO Ltd	59.78	63.62	4.04	6.60	26.00
R systems	59.15	62.37	5.13	8.92	38.00
Mindtree	59.66	59.21	7.13	8.81	31.00
Infinite computer solutions	55.33	54.34	8.74	10.22	29.00
iGATE global solutions	62.23	59.37	5.93	9.24	27.00
Fiserv	63.08	65.00	6.16	13.82	22.00
Zansar Technologies	59.97	59.17	6.41	10.51	23.00
NEC corporation	59.86	57.54	8.51	9.28	35.00
Infosys	58.34	60.1	7.79	12.56	34.00
Tech Mahindra	59.58	62.44	7.83	13.02	30.00
Oracle corpaoration	57.15	49.24	7.54	10.25	30.00
Hexaware Technologies.	53.98	50.34	7.82	12.12	30.00
Mphasis	56.28	50.06	8.50	10.61	26.00
Cognizant Technologies	59.43	58.13	4.54	8.70	33.00
Cyient Technologies	59.65	60.21	3.93	6.93	32.00
Computer science corporation	58.61	57.23	4.10	8.60	24.00
HCL Technologies	56.87	58.22	3.51	5.97	14.00
Total	59.04	59.40	6.56	10.26	618.00

*(QWL stands for quality of work life, OC stands for organizational commitment and N stands for number of respondents of that particular company.)*

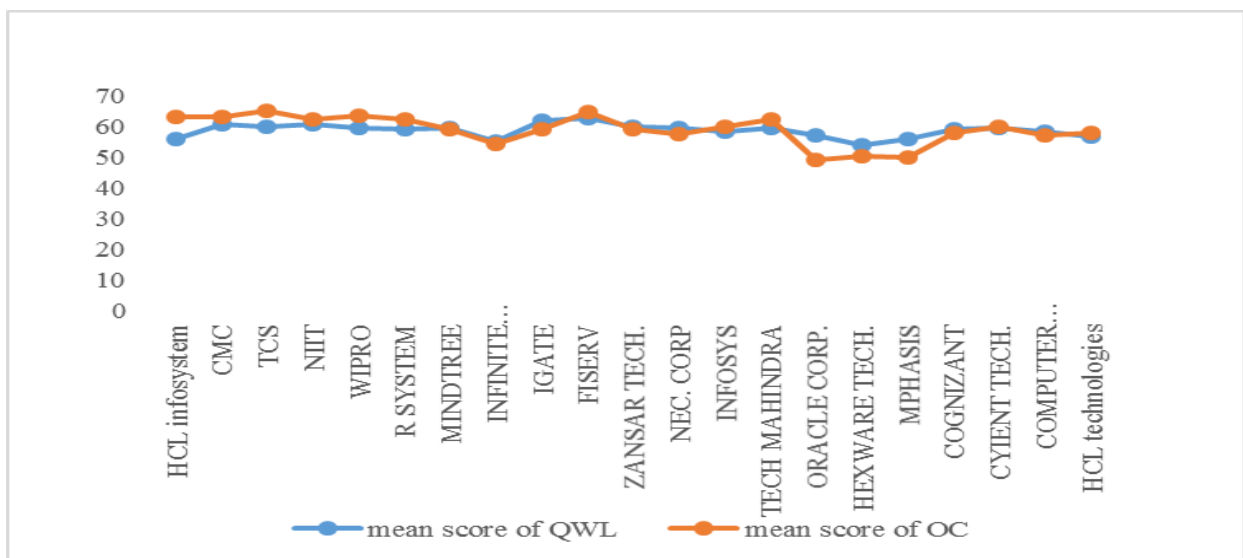
The highest mean score of QWL is of Fiserv followed IGATE global solutions, whereas low mean score of QWL is of infinite computer solutions followed by Hexaware Technologies. More committed employees are found in Tata consultancy services, CMC Ltd, Fiserv and HCL Infosystem whereas in Hexaware Technologies, Mphasis and Oracle have low committed employees.

#### 7.4. Relationship between QWL and OC of the companies

##### 7.4.1. Analysis of QWL and OC by using of mean score of the selected companies

This section discusses the relationship of QWL and OC of respondents within and across organizations. Companies selected for this study have been chosen based on market capitalization i.e. large cap companies whose market capital are more than \$10 billion and their stock is publically listed and located in Delhi NCR region.

The figure 7.1 shows the mean scores of QWL and OC of the selected companies. The graph shows the mean score of QWL of selected IT companies. QWL of infinite computer solutions, Hexaware Technologies and HCL Infosystem is low among all selected companies whereas Fiserv, Zansar Technologies. CMC ltd. and Wipro ltd. have higher mean score of QWL, i.e. organization offer high QWL to enhance the performance of their employees.





### **Figure 7.1. Mean score of QWL and OC of the selected IT companies**

The figure shows the mean score of QWL of selected IT companies. QWL of infinite computer solutions, hexaware Technologies and HCL infosystem is low among all selected companies whereas Fiserv, Zansar Technologies. CMC ltd. and Wipro ltd. have higher mean score of QWL, i.e. organization offer high QWL to enhance the performance of their employees.

Researcher has been discussing the affect of QWL on commitment from the starting, which means if organization offer good QWL to the employees, employees get attached to the organization.

### **Interpretation**

The results show from above graphs that the two companies named: Hexaware Technologies and Mphasis have low QWL as well as low OC on the other side, NIIT Technologies and Fiserv have acquired high QWL and high OC.

### **7.4.2. Analysis of QWL and OC of selected IT companies by using of ANOVA**

Following hypotheses are adopted as:

**H<sub>04</sub>**: The mean scores of QWL are identical across all selected IT companies

**H<sub>05</sub>** : The mean scores of OC are identical across all selected IT companies

Analysis of variance is used to check the degree of variance between two or more groups in an experiment. In this study, ANOVA is used to analyse that whether the levels of QWL and OC differ among the selected IT companies.

**Table7.3. Analysis of variances of QWL and OC of selected companies**

		Sum of Squares	df	Mean Square	F	Sig.
OC	Between Groups	10089.635	20	504.482	5.494	.000
	Within Groups	54815.704	597			
	Total	64905.339	617	91.819		
QWL	Between Groups	2515.074	20	125.754	3.123	.000
	Within Groups	24042.122	597			
	Total	26557.196	617	40.272		

### **Interpretation**

It can be seen that the significance level in ANOVA table produce by SPSS is less than 0.01 ( $p=0.01$ ) for both QWL and OC, which rejects the null hypothesis. Hence, there is statistical significant difference among various selected IT companies. Hence, it can be clearly infered that QWL and OC are company specific.

### **7.4.3. Correlation of QWL and OC of selected IT companies**

Pearson correlation test is used to analyze the relationship and significance level of QWL and OC of IT companies. The correlation between the QWL and OC of the companies is shown in the Table 7.4.below.

**Table 7.4. Correlation of QWL and OC of selected companies**

<b>Correlations</b>			
		<b>QWL</b>	<b>OC</b>
<b>QWL</b>	Pearson Correlation Sig. (2-tailed)	1	
<b>OC</b>	Pearson Correlation Sig. (2-tailed)	.680** .001	1
** <i>Correlation is significant at the 0.01 level (2-tailed).</i> N=21			

The correlation between the QWL and OC of the companies ( $r=0.680$ ) which is positive and greater than 0.50. It shows that there is a strong relationship between these two variables. It means that changes in one variable are strongly correlated with changes in the second variable.

### **Interpretation**

There is significant positive correlation between the quality of work life and organizational commitment of the IT companies. So, it rejects the null hypotheses.

## **7.5. Relationship of organizational performance with QWL and OC of the selected companies**

### **7.5.1. Descriptive statistics of organizational performance of the various companies**

Organizational performance is checked by using profitability ratios and efficiency ratios. Secondary data is taken from the three years (2013 to 2015) report of balance sheet, profit and loss accounts and financial ratios of the selected IT companies. Return on capital employed, Total Assets turnover ratio, Profit Per employee and Cost Per employee is used to analyse the organization performance. The following table represents the average of 3 year's financial

performance of selected companies i.e. from year 2013-2015 except the revenue per employee which belongs to the year 2014-2015.

### 7.5. Descriptive statistics of financial performance of the various companies

Companies' name	TATR (% in crore)	ROCE (% in crore)	CPE (% in crore)	RPE ( in crore)
HCL Infosystem	160.623	-6.166	0.0021	3.941
CMC Ltd	85.743	22.576	0.0324	1.957
Tata consultancy services	113.836	40.246	0.0620	3.131
NIIT Ltd	103.013	19.59	0.0704	2.828
WIPRO Ltd	81.166	23.22	0.1041	2.983
R systems	100.09	23.43	0.0170	0.636
Mindtree	139.366	26.616	0.1057	2.821
Infinite Computer Solutions	65.96	18.24	0.0090	0.233
iGATE Patni	32.57666	15.57	0.0124	0.270
FISERV	67.05	57.676	0.0108	15.358
Zansar Technologies	125.423	25.146	0.0626	1.5194
NEC Corporation	146.666	18.063	0.0156	1.7932
Infosys	82.033	24.846	0.1192	3.2801
Tech Mahindra	102.28	18.84	0.0519	2.3013
Oracle corpaoration	41.73	20.656	0.0113	0.0189
Hexaware technologies.	73.1	31.063	0.0413	2.1948
Mphasis	65.636	10.076	0.0507	2.5361
Cognizant Technologies	34.333	39.593	0.0115	3.5685
Cyient Technologies	73.976	16.646	0.0457	2.3048
Computer science corporation	85.2	19.08	0.0618	0.5695
HCL Technologies	33.313	74.296	0.0343	2.6490

(In the table, RPE stands for revenue per employee, TATR stands for total assets turnover ratio, CPE stands for cost per employee, ROCE stands for return on capital employed).

### 7.5.2. Correlation of organization performance and QWL

Following hypothesis is adopted as:

**H<sub>06</sub>:** There is no significant relation between QWL and Organizational Performance

Organizational performance reveals the performance of the employees. QWL and OC increases the performance of employees. So, these three terms (QWL, OC and OP) are connected with each other. Variables used for the organizational performance are as follows:

Return on capital employed is used to analyze the generated profit from the capital employed by various companies [120]. Revenue per employee is used to find out the average revenue generated by each employee. Cost per employee is used to identify the total amount paid to the each employees on average and total assets turnover ratio shows the revenue per dollar of assets. All these variables are used to check the financial performance and market status of the selected companies.

Organizational performance is measured through the four variables, which are given in the table. The table shows the results of Pearson correlation coefficient between organizational performance and QWL.

**Table 7.6. Correlation of organizational performance with QWL**

Correlations <sup>b</sup>						
		RPE	TATR	ROCE	CPE	QWL
RPE	Pearson Correlation	1				
	Sig. (2-tailed)					
TATR	Pearson Correlation	.024	1			
	Sig. (2-tailed)	.917				
ROCE	Pearson Correlation	.447*	-.429	1		
	Sig. (2-tailed)	.042	.052			
CPE	Pearson Correlation	-.041	.229	.003	1	
	Sig. (2-tailed)	.862	.318	.990		
QWL	Pearson Correlation	.391	.054	.172	.100	1
	Sig. (2-tailed)	<b>.079</b>	.815	.456	.665	

\* Correlation is significant at the 0.05 level (2-tailed).  
b. Listwise N=21

(In the table, RPE stands for revenue per employee, TATR stands for total assets turnover ratio, CPE stands for cost per employee, ROCE stands for return on capital employed and QWL stands for quality of work life)

## Interpretation

The results shows that there is a positive correlation ( $r=.391$ ) between the QWL and revenue per employee at the ten percent level of significance. It means if organization provides better QWL to employees', it leads to higher revenue per employee of the organization. There is a positive correlation of QWL on Return on capital employed ( $r=0.172$ ), Total assets turnover Ratio ( $r=0.054$ ) and cost per employee ( $r= .100$ ) of the IT companies are positively correlated with QWL and OC, but are not significant.

### 7.7. Correlation of organization Performance and OC

**H<sub>05</sub>** : There is no significant relation between Organizational performance and Organizational commitment

Organizational performance is measured through the four variables, which are given in the table. The table shows the results of Pearson correlation coefficient between organizational performance and organizational commitment.

**Table7.6. correlation of organizational performance with organizational commitment**

		RPE	TATR	ROCE	CPE	OC
RPE	Pearson Correlation	1				
	Sig. (2-tailed)					
TATR	Pearson Correlation	.024	1			
	Sig. (2-tailed)	.917				
ROCE	Pearson Correlation	.447*	-.429	1		
	Sig. (2-tailed)	.042	.052			
CPE	Pearson Correlation	-.041	.229	.003	1	
	Sig. (2-tailed)	.862	.318	.990		
OC	Pearson Correlation	.404	.377	.130	.173	1
	Sig. (2-tailed)	<b>.070</b>	<b>.092</b>	.573	.452	

\* Correlation is significant at the 0.05 level (2-tailed).

b. Listwise N=21

(In the table, RPE stands for revenue per employee, TATR stands for total assets turnover ratio, CPE stands for cost per employee, ROCE stands for return on capital employed and QWL stands for quality of work life)

## **Interpretation**

The results shows that there is a positive correlation ( $r=.404$ ;  $p = 0.070$ ) between the organizational commitment and revenue per employee at the level of ten percent significance. It means if employees continues their commitment towards organization, there is increase in revenue per employee [11]. There is also positive correlation ( $r=.377$ ;  $p= 0.092$ ) between the organizational commitment and total assets turnover ratio at the ten percent level of significance The results also shows that committed employees increase the total assets turnover ratio of the organization. There is a positive correlation of organizational commitment on return on capital employed ( $r=0.172$ ) and cost per employee ( $r= .100$ ) of the IT companies, but they are not significant.

## **Summary**

This chapter focuses the organizational performance of the selected companies, and reveal the QWL and organizational commitment of the selected companies according to the perception of the employees of that companies. The relationship of QWL and organizational commitment of the companies are highly significant and its effect on the organizational performance, which says revenue per employee directly get affected by the QWL and organizational commitment. Revenue per employee and total assets turnover ratio of the company depend upon the effective work of the employees. It is possible for employees to get results after getting better QWL from the organization.

**SECTION -4**  
**CONCLUSION**



## **CHAPTER 8**

### **CONCLUDING OBSERVATIONS**

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#### **8.1. Introduction**

The first section of the conclusion provides an overview of the research work. After presenting the overview, the key findings of descriptive statistics, hypothesis testing, and the demographic characteristics of the respondents have been discussed. The next section deals with the discussion of the findings of this study, and its implications of the study for different areas. In the last section, limitations of the study, and scope for future research and summary of the concept have been provided.

##### **8.1.2. Overview of the study**

The dynamic nature of today's market scenario has posed several challenges for industries worldwide, including maintaining the living standards of their workforce. The industry, facing the heat of recession since the beginning of 2008, is still in the clutches of empty order books, high restructuring, mobilizing operations, and exploration of profitable ventures. Information technology sector is not unscathed with this ongoing ordeal. The sector is facing increased complexities like rapidly varying knowledge and specializations, technological sophistications, innovations, transformation from current to advanced practices, infusion of new manpower into

industry, industry collaborations, research, cost optimizations, and the pressure of simultaneously developing quality talent.

The purpose of this study was to determine the factors influencing QWL which lead to the development of the attachment of employees which in turn enhance the performance of the organization. The study focused on the IT sector of Delhi NCR region which, in terms of population of workforce employed, is second only to Bangalore in India. The study developed conceptual model and empirically tested the hypothesized model to understand the dimensions of QWL as well as the various types of commitment of employees in IT sector. Through the development of the theoretical framework based on the previous empirical findings, the study incorporates critical factors such as QWL, organizational commitment and organizational performance's variables from various studies through the literature review.

The data was collected through primary and secondary sources, sampling method, sample size, and the statistical tools used to analyze various hypothesis of the study, are discussed in the research design in chapter three. Operationalization of the variables, reliability and validity of the questionnaire are covered in chapter four. The result and analysis of the first part of the research i.e. association of QWL and organizational commitment of the IT employees are discussed in chapter five. The association of the demographic variables of employees and their perception towards quality of work life and organizational commitment is presented in chapter six. Financial performance is measured through the return on capital employed, total assets turnover ratio, cost per employee and profit per employee. Impact of QWL and organizational commitment on organizational performance is discussed in the chapter seven. Concluding observations, scope of the further research and limitations is covered in the eight chapter.

## **8.2. Analysis and discussion of impact of QWL on OC of IT companies**

QWL is the creator of organizational commitment, but the type of commitment vary according to the individual, as per his goals and aims in life. The study reveals the important dimensions of QWL for various types of commitment. Employees connect to the organization in three ways; firstly because of emotional attachment, second when employees are unable to find out

opportunities outside the organization, and finally, when an organization creates an obligation for its employees to stay in the organization by providing better QWL. The study reveals important factors for commitment from employees' perspectives.

If an organization provides low QWL to its employees, then employees will surely not get attached to the organization, thus increasing the rate of burnout and eventually will move away from the organization. It has been clear from the findings that impact of QWL such as: career progress development, peer and superior relationship, participative management, rewards and recognitions, work life balance, fringe benefits, safety, peer relationship, superior relationship and job security definitely work to attract the attachment of the employees towards the organization. These terms such as: burnout, attrition etc. directly affect the cost and environment of the organization, which is detrimental to the organization in terms of growth and competition. The finding of the study points clearly that there is, in fact, a strong relationship between the QWL and OC of the IT employees where the coefficient of correlation  $r = 0.484$  at one percent significant level. QWL is the main factor to attract employees towards an organization. In this study, the results found related to various types of commitment are as follows:

### **8.2.1. Affective commitment**

The era of human resource management has been changing day by day at the modern working place. If an organization counts their employees as family, some of the employees do get emotionally attached to the organization, but this is contingent on the organization's capacity to provide good quality of work life. Employees who are not subjected to high time pressure, work excessive load and who perceive their job as secure are able to relate themselves emotionally much better to the organization and feel as a part of the family.

An organization achieves goals and objectives through the achievements of its employees in terms of career growth. If the management appreciates its employees for their efforts or work done in the form of acknowledgement, appraisal, bonus, etc., then it motivates employees to strive for better work. It is important for the management to give rewards and recognitions to employees in time, and in a frequent manner, preferably announcing publicly. The study discloses that affective

commitment exists in the employees, when employees get variables such as less time pressure, less work load, rewards and recognitions, job security and better career growth. These variables play a vital role in the life of employees' to create attachment towards the organization. It depends on an organization to connect with their employees in the manner they choose. IT sector should work on these variables of the QWL to generate affective commitment in the employees. The results say that there is strong relationship between the QWL and affective commitment of the IT employees where coefficient of correlation  $r = 0.295$  at one percent significant level.

### **8.2.2. Continuance commitment**

An employee is not free in making the decision to quit their job. There are many factors to keep in mind while thinking about quitting, like society, status, family, etc. Many employees have continued to stay on their jobs because of the fear of losing status in the society, and the resultant loss which will affect their lives after quitting their job. So, employees continue their job and make commitment towards the job. Pay is a significant factor for employees but employees enjoy their job if peer relationship is good and load of the work does not put heavy pressure on them. Finally, the study focused on the factors that enhance the continuance commitment factors i.e. Peer relationship, work load and pay are highly significant with the continuance commitment. Better Pay and relationship with the colleagues offering to the employees play an important role which create continuance commitment.

### **8.2.3. Normative commitment**

It is important to recruit and train employees for the job profiles for the organization. For the starting months, it is difficult to get back the amount that is spent on the employees' training and recruitment, so an organization focuses on how to retain its employees in the organization. Some organizations get commitment in the form of signing a bond of two or three years. Organization culture maintains the degree of commitment in the employees. Vigorous and enhanced relationship within the peer group builds an obligation for the employees to stay in the organization. If an organization takes care in assigning employees their work load and time according to their personal

circumstances, then employees are obliged to stay in the organization because of the understanding they have with the management. Career growth plays an important role for attrition, employees want their career growth with the growth of the organization. On the other hand, Employees' work load and quantity of work also defines the obligation on employees for staying. If an employee gets all the things mentioned above then also employee will be committed despite the fact that if the pay being offered is less than what the employee would have received in another organization. Finally, it can be inferred that for normative commitment, management can focus on peer relationship, work load, time pressure, pay, work life balance and career promotions and development. The results show the strong relationship of QWL with the organizational commitment by having the correlation  $r = 0.456$  and with the R square value = 0.336 at the one percent significant level.

### **8.3. Analysis of demographic variables with QWL and OC**

Educational qualification also plays an important role in forming their perception towards things. At a work place, educational qualification of the employees is highly significant with the QWL and organizational commitment, where highly and better educated employees do not perceive better quality of work life as compared to lesser qualified employees. This may be due to the fact that highly qualified employees expect more from the organization. Responsibility and care of the family is the necessity of the individual. If an employee has more dependent members then the commitment of an employee towards the organization will increase and the perception towards organization will improve because the decision of switching from the current organization may disrupt the life of dependents. The finding of the study says that education qualification and number of dependents is significantly related with the quality of work life and organizational commitment.

### **8.4. Analysis of impact of the QWL and OC on organizational performance of IT companies**

An Organization provides better QWL and gives better training to the employees to get efficient and effective results in the form of growth and profitability of the organization. Organization works on retaining the employees and do the needful for the employees to achieve goals and objectives of the organization. In this study, financial performance of the organization is measured through return on capital employed, total assets turnover ratio, cost per employee and revenue per employee. The study proves that QWL and organizational commitment increases the financial performance of the organization. It is true that happy and satisfied employees make the organization's culture better and generate revenue. The study discloses that QWL and organizational commitment is positively significant with the financial performance; this means that if managers or supervisors work on the factors of QWL to enhance the organizational commitment in directly it increases the revenue of the organization.

The study reveals that committed employees and better QWL generates higher revenue per employee and total assets turnover ratio. So, in conclusion, it can be said that revenue per employee and total assets turnover ratio of the company depends upon effective work by the employees and to make it possible for employees, organizations have to focus on better QWL. The study infers that cost per employee does not increase with increase QWL as compared to revenue per employee. As it can be seen that if an organization provides better management policies i.e. flexible working hours, work life balance (employees can balance their career life and family life), time pressure (do not pressurize employees by setting the time, there are other ways to get the work done in time) and organizational culture (to make healthy relations between peer and superior relations). The quality of work life improves without incurring extra cost to organization. All the factors mentioned above help enhance the performance of the employee and directly impact the performance of the organization in the term of revenue per employee and total assets turnover ratio.

To conclude, it is easy for human beings to get attached with others in society, and the same is also applicable for employees in the organization. It is not necessary that only specific variables of QWL will work for one commitment. The results show the relations with the colleagues help in establishing continuance as well as normative commitment. To establish the normative and

affective commitment in the employees, management can work on the work load and pay. Growth of the individual in career with time is the main factor to maintain the affective and normative commitment in the employees. Finally, if an organization doesn't ignore the obligations brought on by family and personal life of an employee and understands the problem of employees, employees become obliged to stay in the organization. Education of the employee and their responsibility towards the family and personal life has significant relation with the quality of the work life and organizational commitment. Finally, an organization works on the QWL and commitment to get revenue in return, revenue generated from each employee is significantly associated with the quality of the work life and organizational commitment.

## **8.5. Implications of the study**

The study gives an overview of the various dimensions of QWL on organizational commitment and organization performance of the IT sector of Delhi NCR region. The study provided an insight on how organizations can develop and make changes in the QWL and get committed employees. The study also throws light upon impact of QWL and organizational commitment on organizational performance. Findings of the study can benefit different sections which are presented as follows:

### **8.5.1. Implications for organization**

It is a very difficult task to choose the best alternative for making the employees committed and satisfied for the organization to get efficiency and effectiveness in work. This study gives the overall idea of behavioral factors that influence the employees who give nine hours and five days to their work. This study helps the IT sector in analysing the QWL of the organization according to the employee's needs and wants. It enhances employees' satisfaction and happiness.

### **8.5.2. Implication for policy makers**

This study helps the policy maker i.e. the human resource department of the companies to work on the dimensions of QWL and make necessary changes to get committed employees. Main role of the organization is to get a strong establishment in profit making but to have satisfied employees as well. This study will help in increasing the organizational commitment of employees leading to better organizational performance. The findings of this study can help the managers in understanding the sentiments of the employees. IT sector can work on the work life balance to improve the quality of life and work life of the employees. This study helps the managers in focusing on the QWL according to the needs and wants of today's employees in the organization. Managers can work on the variables which are significantly related to QWL and organizational commitment. After this study, IT sector should do an evaluation of the QWL that they are offering and fill the gap between what they offer and what employees' need.

### **8.5.3. Implications for society**

Family life, working life and social life are the life space of human beings. Hence, it is very important to balance each one, because any failure in one aspect affects the others. An individual spends their nine hours in an office, making it clear that a significant portion of the employee's happiness and satisfaction depends on their working life. A working individual is a major factor of happiness for the family, so it all happiness depends on the QWL offering by the organization, which maintain individual's work and personal life. Society is made up of happy and satisfied individuals, if employees feel happy as their happiness have influence on other members related to them, so it can help in making society more peaceful, cheerful and productive.

Today, India is the most depressed country in the world. One out of the seven people (15 percent) in high-income countries is likely to get depression over their lifetime, compared with one in nine (11 per cent) in middle and low-income countries; depression leads to suicide, causing around 850,000 deaths in a year. Women are twice as likely to be depressed as men. According to the world health organization around 36 % of the total Indians undergo depression at one or



more stage in the life time. Research has confirmed that depression might exist among the people because of their big life events. But, apart from the major events, depression take place in the life of people by the small stuff at the work i.e. bad working conditions, failures at job, excessive expectations, societal pressure etc. The reason for depression is often related with work life, it is not only related with the IT sector but it affects employees in general. Another report from the National Crime records Bureau revealed that the average amount of suicide's case is 15 suicides in an hour and 371 suicides daily because of depression and stress. India has been in a transition phase with a changing value and support system. Jhonson Thomas, the director of crisis intervention said that "Multi National Companies' culture has brought the long working hours, lesser time with family, more distractions etc. are the reasons of depression". To make society happy, management should apply the measures to improve quality of work life and commitment for the employees.

#### **8.6. Limitations of the study**

There are always some shortcomings in the research work that cannot be removed. Though the researcher has taken due care in data collection, analyses an interpretation of the information, but there can be some possible shortcomings in the research that are as follows:

Researcher has used both primary and secondary data source in the study. Qualitative research is always time consuming and quite expensive. Primary data collection method is the powerful method to get information directly from the employees but it has some flaws. Sometimes employees do not feel comfortable with the researcher to share all the information related to them. Moreover the views of the respondents in the study are the reflection of sample size chosen but we cannot accurately say that it does not reflect the views of the universe.

Quality of work has become the most important factor in every sector; it has been developed mandatory dimensions for the publically listed companies that should be followed to improve employee welfare and society at large. All the IT firms did not allow interaction with employees

and did not provide information about the human resource policies, which is the limitation of researcher's ability to select firms in Delhi NCR randomly.

Organization performance is measured through profitability ratio in the study, there are many more factors that are useful to measure the performance of the organization i.e. liquidity ratio, investment valuation ratio, market size, share price, etc. Researcher is bound within the time frame of the study, so it was not possible to cover all the factors. Findings of the study also relied on the published data, any flaws in the published data may affect the findings of the study. Organizational commitment might be based on the other factors besides better quality of the work life. Commitment also depends on the individual's personality and his attitude. The interpretation and specification of the quality of work life and organizational commitment that were empirically examined in the present study must be regarded as tentative

### **8.7. Scope for the further research**

Quality of the work life and organizational commitment affects the performance of the organization. Study fills the literature gap of quality of work life, organizational commitment and organizational performance. In order to get accurate information about the relationship between of quality of work life, organizational commitment and organizational performance other sectors of the industry should also be taken into consideration, comparison should be done with the other sector, or large cap companies with mid cap or small cap. The future studies should consider new variables that not used in the study. The other variables that affects the quality of work life and it influences the perception of employees are technology changes, training and development, grievances handling procedures, personality traits. Mentioned variables are still to be studied for the further research to analyze the quality of work life, organizational commitment and its impact on organizational performance.

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## ANNEXURE

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### ANNEXURE-1

#### Questionnaire to Measure Quality of work life Effectiveness

##### Declaration

*I am Radha Yadav, Research Scholar, Indian Institute of Technology, Roorkee. My research topic is quality of work life of IT sector. Kindly spare your few minutes and provide your valuable responses to complete this questionnaire. The information given by you will be kept fully confidential and will be used only for research/academic work.*

##### Personal Information

- 1) Name of the respondent (optional):- \_\_\_\_\_
- 2) Gender: - 1) Male \_\_\_\_\_ 2) Female \_\_\_\_\_.
- 3) Age: - 1) 25-35 \_\_\_\_\_ 2) 35-45 \_\_\_\_\_ 3) above 45 \_\_\_\_\_.
- 4) Marital Status: - 1) Married \_\_\_\_\_ 2) Unmarried \_\_\_\_\_ 3) Other \_\_\_\_\_
- 5) Work experience:-
  - 1) 1 year: \_\_\_\_\_ 2) 2 year \_\_\_\_\_ 3) 3 years \_\_\_\_\_
  - 4) 4 years \_\_\_\_\_ 5) above 5 years \_\_\_\_\_
- 6) Qualification:-
  - 1) Graduate: - \_\_\_\_\_ 2) Postgraduate:- \_\_\_\_\_
  - 3) Professional Qualification:- \_\_\_\_\_
- 7) Name of an organization: - \_\_\_\_\_
- 8) Annual Gross Income (in Rupees):-
  - 1) 1.2 Lakh.- 2.5 Lakh \_\_\_\_\_ 2) 2.5 Lakh -3.5 Lakh \_\_\_\_\_

3) 3.5 Lakh - 4.5 Lakh \_\_\_\_\_ 3)4.5 Lakh -5.5 Lakh \_\_\_\_\_ 5) above 5.5Lacs \_\_\_\_\_

9) **No. of jobs changed:-**

1) less than 2 \_\_\_\_\_ 2) more than 2 \_\_\_\_\_

10) **No. of Dependent Adult:-** \_\_\_\_\_

1) No dependent \_\_\_\_\_ 2) 1 dependent or more than 1 \_\_\_\_\_

11) **Designation:-** \_\_\_\_\_

12) **Email Id:-** \_\_\_\_\_

13) **Contact No.** \_\_\_\_\_

14) **Nationality:-** \_\_\_\_\_

15). **Spouse's income:-**

1) 1.2 Lakh.- 2.5 Lakh \_\_\_\_\_ 2) 2.5 Lakh -3.5 Lakh \_\_\_\_\_

3) 3.5 Lakh - 4.5 Lakh \_\_\_\_\_ 3)4.5 Lakh -5.5 Lakh \_\_\_\_\_ 5) above 5.5Lacs \_\_\_\_\_

<b>SCALE: 1= strongly agree 2=agree 3= nor agree neither disagree 4= disagree 5= strongly disagree</b>						
<b>S.No.</b>	<b>Questions</b>	<b>Scale</b>				
1.	Do you feel that you have to do your work especially well in order to secure the continuity of your employment relationship?	1	2	3	4	5
2.	Do you miss the sense of security that comes with a permanent employment relationship?	1	2	3	4	5
3.	Does your job provide you a secure future?	1	2	3	4	5
4.	Does your job provide you steady employment?	1	2	3	4	5
5.	Are Layoffs avoided in your workplace?	1	2	3	4	5
6.	Do you think about and do things related to work even in free time because your work is so interesting?	1	2	3	4	5
7.	Are you able to see the results of the work you do?	1	2	3	4	5
8.	Do you get the chance to make decisions on your job?	1	2	3	4	5
9.	Do you get the chance to try something different?	1	2	3	4	5
10.	Do you get the chance to make use of your best abilities?	1	2	3	4	5
11.	Do you get the chance to develop new and better ways to do the job?	1	2	3	4	5
12.	Do you get the chance to work independently of others?	1	2	3	4	5
13.	When your work seems difficult, do you receive support and encouragement from your superiors?	1	2	3	4	5
14.	Do you feel that you are a valued by your co-worker?	1	2	3	4	5
15.	Do you feel good spirit of cooperation among your co-workers?	1	2	3	4	5
16.	Is Open atmosphere and team spirit prevailing at your workplace?	1	2	3	4	5
17.	Is there an inspiring atmosphere at your workplace?	1	2	3	4	5
18.	Is there gossiping and envy at your workplace?	1	2	3	4	5
19.	Does your Work pressure spoil the work atmosphere?	1	2	3	4	5
20.	Does your time pressure increase sickness absences (at workplace)?	1	2	3	4	5
21.	Do you have time to do your work as well and carefully as you would like to?	1	2	3	4	5
22.	Is there very little social interaction because of time pressure?	1	2	3	4	5
23.	Is there burnout at your workplace?	1	2	3	4	5
24.	Do you do mistakes cause of pressure at your workplace?	1	2	3	4	5

25.	Does your work contain tight time schedules?	1	2	3	4	5
26.	Do you feel the safety of workers is a high priority for management where you work?	1	2	3	4	5
27.	Do you feel, the safety and health conditions are good in your working place?	1	2	3	4	5
28.	In the last 12 months, were you threatened or harassed in any other way by anyone while you were on the job?	1	2	3	4	5
29.	Does your supervisor show appreciation for the contribution you make?	1	2	3	4	5
30.	Are there few rewards for those who work here?	1	2	3	4	5
31.	Don't you feel your efforts are rewarded the way they should be?	1	2	3	4	5
32.	Is a communication seemed well within this organization?	1	2	3	4	5
33.	Do you have enough information to get the job done?	1	2	3	4	5
34.	Is communication open at your workplace?	1	2	3	4	5
35.	Are the chances for promotion good?	1	2	3	4	5
36.	Do you have an opportunity to develop your own special abilities?	1	2	3	4	5
37.	Does your organization offer your opportunities to grow and learn new skills?	1	2	3	4	5
38.	Do you plan to stay with this organization for the foreseeable future?	1	2	3	4	5
39.	Do you satisfied with the fairness of promotion procedure in your company?	1	2	3	4	5
40.	Is Grievances handling procedure effectively work to sort out grievances in your organisation?	1	2	3	4	5
41.	Do you receive appropriate pay for your job according to work assigned to do?	1	2	3	4	5
42.	Are amounts of wages and salaries and personal bonuses in public knowledge at your workplace?	1	2	3	4	5
43.	Do you feel unappreciated by the organization when I think about what they pay?	1	2	3	4	5
44.	You would be very happy to spend the rest of your career with this organization.	1	2	3	4	5
45.	You really feel as if this organization's problems are your own.	1	2	3	4	5
46.	You do not feel a strong sense of "belonging" to your organization.	1	2	3	4	5
47.	You do not feel "emotionally attached" to this organization.	1	2	3	4	5
48.	You do not feel like "part of the family" at my organization.	1	2	3	4	5
49.	This organization has a great deal of personal meaning for you.	1	2	3	4	5
50.	Right now, staying with organization is a matter of necessity as much as desire.	1	2	3	4	5
51.	It would be very hard for you to leave organization right now, even if you wanted to.	1	2	3	4	5
52.	Too much of your life would be disrupted if you decided you wanted to leave your organization now.	1	2	3	4	5
53.	You feel that you have too few options to consider leaving this organization.	1	2	3	4	5
54.	If you had not already put so much of yourself into this organization, you might consider working elsewhere.	1	2	3	4	5
55.	One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	1	2	3	4	5
56.	You do not feel any obligation to remain with you current employer.	1	2	3	4	5

57.	Even if it were to your advantage, you do not feel it would be right to leave your organization now.	1	2	3	4	5
58.	You would feel guilty if you left your organization now.	1	2	3	4	5
59.	This organization deserves you loyalty.	1	2	3	4	5
60.	You would not leave your organization right now because I have a sense of obligation to the people in it.	1	2	3	4	5
61.	You owe a great deal to your organization.	1	2	3	4	5
62.	All in all, how satisfied would you say you are with your job?	1	2	3	4	5

**SCALE: 1= sometimes 2=rarely 3= never 4= often 5= always**

63.	During the past 12 months, how often have you had trouble going to sleep or staying asleep?	1	2	3	4	5
64.	How often do you work at home as part of your job?	1	2	3	4	5
65.	How often do the demands of your job interfere with your family life?	1	2	3	4	5
66.	How often find it difficult to cope at your work?	1	2	3	4	5
67.	How often do you have to give up breaks because of workloads?	1	2	3	4	5
68.	How often do you interrupt your work because of work related inquiries, calls, etc.?	1	2	3	4	5
69.	How often do you stretch your working day to get all the work done?	1	2	3	4	5
70.	How often do you work extra hours beyond your usual schedule?	1	2	3	4	5
71.	How hard is it to take time off during your work to take care of personal or family matters?	1	2	3	4	5

**FRINGE BENEFITS**

**SCALE: YES/NO**

72.	Does your organisation provide conveyance, tour, travel (including foreign travel) for official purpose?	YES	NO
73.	Does your organisation provide facility of hotel, boarding and lodging for official purpose?	YES	NO
74.	Does your organisation provide you paid holidays?	YES	NO
75.	Does your organisation provide transport facility?	YES	NO
76.	Does your organisation provide Expenditure on employee's welfare?	YES	NO
77.	Does your organisation provide Medical expenses < Rs. 15000?	YES	NO
78.	Does your organisation provide Contribution by the employer to an approved superannuation fund?	YES	NO
79.	Does your organisation provide use of telephone (including mobile phone) other than expenditure on leased telephone lines?	YES	NO
80.	Does your organisation provide Facility of interest-free or concessional housing loan?	YES	NO
81.	Does your organisation provide Facility of interest-free or concessional personal loan?	YES	NO
82.	Does your organisation provide house rent allowance?	YES	NO
83.	Does your organisation provide gratuity or provident fund?	YES	NO