

## ANTECEDENTS OF QUALITY OF WORKLIFE AMONG EMPLOYEES IN I.T SECTOR: AN EMPIRICAL ANALYSIS

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### ABSTRACT

Quality of Work Life is very important for happy and productive workforce in organisations and their better performance. The Information Technology sector is a key one among services sector as it provides significant contribution to the economy. The present study considers eight antecedents or factors and examines how it influences the Quality of work life among selected I.T sector employees. Regression analysis is used to find the impact. Previously all the variables included in each factor were validated with Cronbach alpha. The work flexibility, interpersonal relationship and workload are found to be the important antecedents of Quality of work life in I.T. sector.

**Keywords:** Quality of Work Life, I.T, workload, interpersonal relationship, Antecedents.

### Introduction

The quality of work life indicates the workplace environment, work nature, working interest and work atmosphere to enhance the productivity of employees and organization (Van, et al., 2011). The quality of work life covers not only the working atmosphere, but also the interpersonal relationship, supervision, and also the compensation and welfare measures offered by the organization (Habanen, et al., 2018). The better quality of work life results in better performance of organization (Arulsenthikumar, et al., 2008). The quality of work life among the employee in an organization depends on the strategy, policies, programs and processes of human resource management of an organization (Drobnic, et al., 2010). All these aspects indicate the importance of employees in the achievement of goals and objectives of an organization. It is essential to discuss the factors leading to quality of work life among the employees for future policy implications.

### Quality of Work life in IT sector

Information Technology (IT) sector is one of the major sectors which provides more employment and also contribute to our GDP growth (Nearly 13 per cent of Indian GDP) in 2018. Since the IT sector is one of the important service sectors, it depends more on human resources and its productivity (Reddy and Reddy, 2010). The human capital is essential to maintain the quality of human resources and also their enrichment in their productivity (Lau, 2000). However, this sector faced a slowdown in last few years due to the rapid increase in digital technologies, cloud computing and block chain (Emadzadeh, et al., 2012). It leads to reduction of employment opportunities, compensation, wage stagnation and poor career development (Singh and Srivastava, 2012). Hence, the employees in IT sector are affected by larger extent which results in poor performance and lot of turnover (Shee and Pathak, 2006). The association between antecedents and level of QWL among the employees are examined as significant by various researchers (Yadav and Khanna, 2014; Yadav et al., 2017). The hypothesis opted for the study is:

H<sub>1</sub>: There is a significant impact of antecedents of QWL on the level of QWL among the employees in IT sector.

### Research Methodology

Research was performed in IT sector for the study due to massive IT work force in India. The well known IT companies in Chennai were identified to collect the data. The research was performed in 6 IT companies namely HCL Info system, Tata consultancy services, Wipro Ltd., Tech Mahindra, Infosys and Cognizant technologies.

Twenty employees per IT Company who were in the organization's payroll at the time of study were eligible to participative in this research. A self designed questionnaire was sent to all 120 employees. Only 84 employees responded the questionnaire at the fullest level. Hence, the data from 84 employees were chosen for the data analysis. The important tools applied to process the data are confirmatory factor analysis, Cronbach alpha and multiple regression analysis. The variables included in the concepts generated for the study are measured at five point Likert's scale.

### Results and Discussions

The researcher analyzed the validity and reliability of variables in the included antecedents and the level of QWL among the employees initially with the help of convergent validity, content validity and internal consistency (Asgain and Dadashi, 2011). The criteria for convergent validity is the composite reliability and average variance are greater than 0.50 (Martel and Aupuis,

2006). For the internal consistency, it is also greater than 0.60 (Hamann, et al., 2013). These are computed with the help of confirmatory factor analysis and Cronbach alpha. The present study has made an attempt to evaluate the (antecedents) factors leading to QWL among the in IT sector.

**Theoretical background and the concerned variables**

Quality of work life is the most important and significant for the organizational performance (Islam and Sienghai, 2009). The quality of work life is measured with the help of the factors related to work, content, working environment and employees’ expectations from the organization (Pradhan and Pradhan, 2015). The variables included to measure the QWL are varying from researcher to researcher (Arif and Ilyas, 2013; Mortazavi, 2012). It also differs from one sector to another sector (Huang, et al., 2016). The antecedents are the factors leading to determine the level of QWL among the employees (Abdullah et al., 2018). These are workload, work conditions, inter-personal relationship, organizational leadership, work flexibility, job security, work life balance and organizational culture. (Yadav and Kanna, 2014).

In the present study, the QWL is measured with the help of ten variables. The antecedents of QWL are measured by eight factors. The variables in these factors are drawn from reviews (Gowrie, 2014; Colichi, et al., 2017).

**Association between the Antecedents of QWL and the Level of QWL**

Human beings are complex organizations. The satisfaction of human beings on the material wealth, social wealth, physical well being and psychological wellness are highly essential to establish the better QWL (Rai and Tripathi, 2015). Most of the researchers categorized the antecedents of QWL into three aspects namely being, belonging and becoming (Ashwini, 2014). The QWL depends on individuals’ value system, social system and their cultural environment (Malini and Washington, 2014). These factors are playing an important role in the determination of QWL in the organization (Muindi, 2015). The results are given in Table.1

**TABLE 1**  
**Validity of variables in the Constructs**

Sl. No.	Constructs	No. of variables	Cronbach alpha	Composite reliability	Average variance extracted
1.	Quality of work life	14	0.8414	0.8171	0.5657
2.	Work load	6	0.7902	0.7693	0.5314
3.	Working conditions	5	0.7744	0.7504	0.5233
4.	Inter-personal relationship	5	0.7542	0.7311	0.5162
5.	Organizational leadership	5	0.7644	0.7406	0.5212
6.	Work flexibility	5	0.7844	0.7644	0.5307
7.	Job Security	4	0.7224	0.7045	0.5044
8.	Work balance	6	0.8045	0.7962	0.5501
9.	Organizational culture	5	0.7944	0.7814	0.5417

The variables included in the constructs developed for the study varies from 4 to 14. The Cronbach alphas of all nine constructs are greater than 0.60 which assures the internal consistency. The composite reliability and average variance extracted of all nine constructs are greater than 0.50 which assures the convergent and content validity.

**Employees’ view on Antecedents and Level of QWL in IT Companies**

The employees view on eight antecedents and the level of QWL are computed by the mean score of the variables included in each construct. The mean, standard deviation, coefficient of variation and ‘t’ statistics are computed separately for each construct. The details are shown below.

**TABLE 2**  
**Antecedents and Level of QWL in IT Companies**

Sl. No.	Constructs	Mean	Standard deviation	Co-efficient of variation	‘t’ statistics	‘p’ value
1.	Quality of work life	3.1441	0.5949	18.92	2.9889	0.0117
2.	Work load	3.0702	0.6245	20.34	2.3919	0.0342
3.	Working conditions	3.2996	0.5174	15.68	2.4033	0.0249
4.	Inter-personal relationship	3.0114	0.7309	24.27	2.1144	0.0502
5.	Organizational leadership	3.3441	0.5097	15.24	2.2088	0.0449
6.	Work flexibility	3.4024	0.4667	13.72	3.0117	0.0107
7.	Job Security	3.5119	0.5146	14.65	2.8244	0.0208
8.	Work balance	3.3441	0.4703	14.06	2.9179	0.0266
9.	Organizational culture	3.3089	0.4814	14.55	2.8646	0.0342

The level of QWL at IT companies is only at a moderate level since its mean score is 3.1441 which replicate the findings of Nirmala (2010). The highly viewed antecedents of QWL among the employees are job security and work flexibility since its mean scores are 3.5119 and 3.4024 respectively which is similar to the findings of Almarshal (2015).

The lesser viewed antecedents of QWL are inter-personal relationship and work load since its mean scores are 3.0114 and 3.0702 respectively which replicates the findings of Balwal and Balwal (2014). The mean of QWL and the all eight antecedents of QWL are significant at five per cent level. Hence, all the nine factors are included for further analysis.

### Influence of Antecedents of QWL on the Level of QWL among the Employees in IT Sector

The multiple regression analysis has been administered to examine the impact of all eight antecedents of QWL on the level of QWL among the employees in IT companies. The results are presented in Table.3

**TABLE 3**  
**Regression Co-efficient of Antecedents of QWL on the Level of QWL in IT Companies**

Sl. No.	Antecedents	Unstandardized co-efficient	Standard error	't' statistics	$\beta$	Significance
1.	Work load	0.2714	0.0454	5.9779	0.2441	0.0245
2.	Working conditions	0.1709	0.1446	1.8189	0.1402	0.1408
3.	Inter-personal relationship	0.2994	0.0345	8.6783	0.2643	0.0117
4.	Organizational leadership	0.1819	0.1504	1.2094	0.1624	0.1845
5.	Work flexibility	0.3446	0.1177	2.9278	0.2969	0.0077
6.	Job Security	0.1144	0.1245	0.9188	0.0889	0.4149
7.	Work balance	0.1247	0.1088	1.1461	0.1024	0.2048
8.	Organizational culture	0.1994	0.0741	2.6909	0.1706	0.0245
	Constant	0.4179				
	R <sup>2</sup>	0.7842				

The significantly influencing antecedents of QWL on the level of QWL among the employees in IT sector are workload; inter personal relationship, work flexibility, and organizational culture since its regression co-efficients are significant at five per cent level which replicates the findings of Horst et al., (2014) and Gupta et al., (2016).

A unit increase in the satisfaction on workload, inter-personnel relationship, work flexibility and organizational culture results in an increase in the level of QWL in IT companies by 0.2441, 0.2643, 0.2969 and 0.1706 units respectively. The changes in the level of antecedents of QWL explain the changes in QWL at IT companies to an extent of 78.42 per cent since its R<sup>2</sup> is 0.7842.

The important antecedents of QWL influence on the level of QWL among the employees in IT companies are work flexibility and inter-personal relationship which is similar to the findings of Sharma et al., (2016), Tamini et al., (2011) and Heidarie et al., (2012).

### Concluding Remarks

The study concluded the role of antecedents of QWL in the enrichment of quality of work life among the employees in IT sector. The important antecedents of QWL are work flexibility, interpersonal relationship and workload. The work flexibility can be implemented by temporal and operational flexibility. The inter personal relationship can be improved by the implementation of participative management. At the same time, the companies are advised to focus on the workload. If it is optimum, the productivity of employees can be increased. Otherwise, it affects the productivity of employees. The workload of the employees may be determined or modified as per the view of both employees and employers. In total, the companies are advised to seed the participative management culture in their companies in order to enrich the QWL and improve organizational performance.

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