

## **QUALITY OF WORK-LIFE OF THE EMPLOYEES IN SELECTED INFORMATION TECHNOLOGY COMPANIES WITH REFERENCE TO CHENNAI**

### **ABSTRACT**

As a result of dynamic changes in work environment, the employees in Information technology companies are greatly affected in quality of work life (QWL), it was seen as the latest revolution in Information Technology (IT) sectors that was taking place in the relationship between employees and work. The focus of this paper concerns a study of the quality of life for the employees at work in the Information Technology companies. The quality of work life (QWL) is a wide term covering an immense variety of programme, Techniques, theories and the management style through which organization and jobs are designed so as grant employees more autonomy, responsibility and authority than is usually done. A high quality of work life is essential for the organization to continue, to attract and retain employees (Sandrick, 2003). The aim of this paper is to determine the factors affecting quality of work life of the employees in the Information Technology (IT) companies and to study the relationship between the satisfaction and performance level with the quality of work life (QWL). In the present study the investigator has chosen the Information Technology (IT) companies in and around of Chennai, based on the interview with the employees in the organization, a pilot study was conducted in the total sample (N = 60 ). The factor contribute to quality of work life includes Work relate pressure, Leadership behaviour description, Work life balance, Management Policies, Opportunity to develop and growth, Job security, Adequate and fair compensation, Inter- personal relation and Work culture. The information collected from the survey will be used to develop the quality of work life (QWL) of the employees in the Information technology companies.

## **OBJECTIVES**

Based on the perception of the employees in Information Technology Companies, the present study aimed at the following objectives.

1. To identify various factors affecting quality of work life of the employees in Information Technology companies;
2. To find out the relationship between personal variables and factors affecting quality of work life;
3. To examine the association between the performance and their satisfaction in a given Quality of work life
4. To examine the employees' suggest for improving quality of work life among the employees in Information Technology companies.

## **NEED FOR THE STUDY**

Over the past few years, India has been making giant strides in the IT sectors throughout the globe. Due to work environment changes and the unique pressures and stress on the workforce require a very different HR focus to keep the employees retain, enthused, satisfied and motivated, keeping in mind the dynamics of field going.

On one hand we find rapid growth and development in Information Technology (IT) Companies, on the other hand, its internal environment or conditions that people work in extremely demoralizing. The conditions of work life of many employees cause discontent and alienation from one situation to the next. Many investigations pointed out that retaining the employees are another major problem in the Information Technology (IT)companies. Thus understanding quality of work life (QWL) among employees is becoming important across all functions of Human Resources (HR). It therefore becomes necessary to study the level of performance and satisfaction of employees on present level of quality of

work life (QWL), to examine the factors affecting QWL, and suggest improving work life of employees in IT companies.

## **RESEARCH METHODOLOGY**

### **INTRODUCTION**

This section deals with the main aspects like Purpose of the research, Data collection, Sample size, Sampling techniques, Variables, Questionnaire Design, Hypothesis, Area of the study, Selection of the company, Contents of the Questionnaire, Limitations, Chapterization and Statistical tools applied.

### **PURPOSE OF THE RESEARCH**

- ❖ Improve work -life of the employees in Information Technology companies.
- ❖ Factors to be finding out on Quality of work life which affects the employee's work-life and give solution to reduce absenteeism, labour turn over, less manpower cost and attrition in Information Technology companies.

### **DATA COLLECTON**

The study is based on primary data comprising the perception of employees in selected IT companies in Chennai. The data are collected through questionnaire administration.

The secondary data used for this project includes the study on QWL and details about company which were collected from website, Journals, magazine and from books.

### **AREA OF THE STUDY**

The study has been conduct in and around of Chennai. Chennai is the capital state of Tamil Nadu in India. Tamil Nadu is one of the most connected states in the

country with an optic cable network of more than 14,000 km and it was the first state to come up with a policy for the IT sector.

Tamil Nadu has always been an investor friendly State .Proactive Government policies and the peaceful atmosphere of the state attract investors from all over the World. Tamil Nadu is the preferred destination of choice for all IT Companies.

In this Chennai has a favourable and conducive business climate. Chennai is the fourth largest city in India situated in the south eastern extremity of the Indian peninsula. The IT sector is the fastest growing industry in Chennai in terms of employment generation. In the light of these facts, Chennai city is taken up as the study area and a systematic attempt has been made for studying the different aspects of QWL of employees in Information Technology (IT) companies.

#### SELECTION OF THE COMPANY

Being a developing, low-wage country, India has always had a cost advantage for manufacturing goods and services. Manufacturing, this started shifting to low-cost locations about two decades back. This time around, India has been a major gainer with services delivered because of its large pool of well – educated and English – speaking citizens.

India, the world's largest democracy and home to more than one billion people, has quietly but quickly emerged as a leader in the field of IT. India has competitive advantages in the IT business. The countries to which more and more multinationals companies are outsourcing their services requirements in order retain a competitive advantage in Information technology (IT). For this purpose the study focused on the Information Technology companies in and around of Chennai. According to the NASSCOM report, The city is a hub of a number of technological companies and promises the employment of nearly 3,00,000 people

are working in IT companies. The total number of Information technology companies in India is 3907 and there are more than 707 companies are running at Chennai. Through the survey of NASSCOM for FY 2012-2013, Top 5 IT companies are selected for the study. The company names are listed below.

Table : 1

List of Top 5 IT Companies

SNO	Rank	NAME OF THE COMPANY
1.	1	Tata Consultancy Services
2.	2	Infosys Technology Ltd.
3.	3	Wipro Technologies (Wipro Ltd)
4.	4	HCL Technologies Ltd
5.	5	Technology Mahindra Ltd

Sources : Secondary Data

<http://www.nasscom.in/industry-ranking>

## SAMPLE SIZE

The sample size of the study is consisting of 750 employees in the selected Information Technology (IT) companies in and around of Chennai.

## SAMPLING TECHNIQUES

A Snowball sampling technique is adopted for selecting the respondents from the selected Information Technology companies.

## RESEARCH QUESTIONS

1. What are the factors affecting work life of the employees in the Information Technology (IT) companies?
2. What are the relationships between Job performance, job satisfaction and Quality of Work life?
3. What are the suggestions can be given by the Information Technology (IT) employees to improve Quality of work life in an organisation?

## PILOT STUDY

The pilot study was conducted before the field study. In the present study the investigator has chosen the Information Technology (IT) companies in and around of Chennai, A questionnaire was prepared and supplied to 60 respondents of the sample units for extracting the tentative results and the questionnaire was tested using cronbach alpha and the reliability coefficient have obtained more than 0.8 which is considered to be reliable for the variables.

## VARIABLES

The below describes the variables and its nature is shown in Table- 2

TABLE: 2

Nature	S.no	Variables	Cronbach's Alpha Value
Independent Variables	1	Quality of work life (QWL)factors	
	1a	Work related pressure	0.813
	1b	Leadership behaviour description	0.842
	1c	Work and non-work life balance	0.868
	1d	Management Policies	0.858
	1e	Opportunity to develop and growth	0.887
	1f	Job security	0.708
	1g	Adequate and fair compensation	0.851

	1h	Inter-personal relation	0.885
	1i	Work culture	0.829
Dependent Variables	2	Self evaluation of Performance	0.792
	3	Job satisfaction	0.852

Sources : Primary Data

## HYPOTHESIS

- ✚ There is no significant different between the Quality of work life and personal profile like age of the employees in the IT companies.
- ✚ There is no significant different between the Quality of work life and personal profile like Gender of the employees in the IT companies.
- ✚ There is no significant different between the Quality of work life and personal profile like Education of the employees in the IT companies.
- ✚ There is no significant different between the Quality of work life and personal profile like Designation of the employees in the IT companies.
- ✚ There is no significant different between the Quality of work life and personal profile like Experience of the employees in the IT companies.
- ✚ There is no significant different between the Quality of work life and personal profile like Monthly income of the employees in the IT companies.
- ✚ There is no significant different between the Quality of work life and personal profile like Marital status of the employees in the IT companies.
- ✚ There is no significant different between the Quality of work life and performance of the employees in the IT companies.
- ✚ There is no significant different between the Quality of work life and satisfaction of the employees in the IT companies.
- ✚ There is no significant different between the satisfaction and performance of the employees in the IT companies.

## **CHAPTERISATION**

The study comprises of six chapters.

The first chapter introduces the topic under study, objectives of the study, importance of the study and statement of the problem.

The second chapter sketches the frame work of the study, Company Profile and review the related literature on various aspects of QWL.

The Third chapter deals in detail the methodology adopted to conduct the study. It includes the sources of data collection, Hypotheses framed, selection of the study area, sample of the study, Question designed, Instrument reliability and statistical tools used in the study.

The fourth chapter is Data Analysis – I, study and measure the factors affecting quality of work life (QWL), the relationship between QWL and certain personal factors.

The fifth chapter is Data Analysis – II, The level of performance and satisfactions are identified and examine the association between quality of work life (QWL) on performances and satisfaction.

The sixth chapter and final chapter provides a summary of finding, along with Suggestion to improve the QWL of the employees in IT companies and conclusion. It also includes scope for the future research.

## **STATISTICAL TOOLS TO BE USED**

( After the completion of the data analysis part tools can be explained )



**QUALITY OF WORK LIFE OF THE EMPLOYEES IN SELECT IT COMPANIES WITH REFERENCE TO CHENNAI**

GENERAL INFORMATION: This questionnaire is for PhD research study on the above title. There is nothing like a right or wrong answer. Your true and frank answer will be the best one. **Your identity will be kept anonymous and information given will be confidential.** Please spare a few minutes to answer this questionnaire and return it at your earliest convenience

**QUESTIONNAIRE**

**PART-I**

1. Name : \_\_\_\_\_ (Optional)
2. Age (Years) : 1) 21-30  2) 31-40  3) 41-50  4) Above 50
3. Gender : 1) Male  2) Female
4. Education : 1) Arts/Management  2) Science/Mathematics  3) Engineering
5. Designation : 1) Hardware  2) Software/ Programming/Web  3) Networking   
4) Database/ Technical
6. Total experience (Inclusive of previous work experience in any other IT company. If any)  
1) Less than 1 yr  2) 2-8 yrs  3) 9-15 yrs  4) Above 15 yrs
7. Monthly Income: 1) < 20,000  2) 21,000 – 40,000  3) 41,000 – 60,000  4) Above 61,000
8. Marital status : 1) Single  2) Married

**PART – II**

9. The following questions were framed with the aim of finding the main sources of quality of work life of the employees at work. Please place a tick (✓) under any one of the five degrees which correctly represents your view about each statement.

**CRITERIA : [5. A= Always , 4. O =Often, 3. S= Sometimes, 2. R= Rarely, 1. N= Never ]**

SNO	PARTICULARS	A	O	S	R	N
<b>A</b>	<b>WORK RELATED PRESSURES</b>					
1	Work Load ( Excess of work )	5	4	3	2	1
2	Pressure to Perform on Metrics / Targets	5	4	3	2	1
3	Long working hours ( more than 8 hrs per day)	5	4	3	2	1
4	Repetitive Nature of Work	5	4	3	2	1
5	Destabilization (i.e. lack of credit for work, Meaningless tasks etc.,)	5	4	3	2	1
6	Harassment in work place ( i.e. back biting, facial expression, unsolicited contact etc.,)	5	4	3	2	1
7	Frustration	5	4	3	2	1
<b>B</b>	<b>LEADERSHIP BEHAVIOUR DESCRIPTION</b>					
1	My leader always demands more than we do/we can do	5	4	3	2	1
2	My leader is slow to appreciate when one of us does a good job	5	4	3	2	1
3	My leader is slow to accept new ideas, procedure or process from subordinates	5	4	3	2	1
4	My leader rejects the suggestions from subordinates whenever any major decision has to be taken	5	4	3	2	1
5	My leader criticizes poor work.	5	4	3	2	1
6	My leader never encourages slow working employees to greater efforts	5	4	3	2	1
7	My leader allows his subordinates to set priorities with their guidance	5	4	3	2	1
8	My leader refuses tell all subordinates what has to be done and how to do it and how much should be done.	5	4	3	2	1
<b>C</b>	<b>WORK AND NON-WORKLIFE BALANCE</b>	<b>A</b>	<b>O</b>	<b>S</b>	<b>R</b>	<b>N</b>
1	Time not available to spend with family/friends/kin	5	4	3	2	1
2	No time at disposal to take care of personal business-households duties (banking, attening to four/two wheeler care etc).	5	4	3	2	1
3	Time hardly realized to sustain fitness and health	5	4	3	2	1
4	No opportunity to take part in community services	5	4	3	2	1
5	Bereft of time for leisure activities	5	4	3	2	1
6	Time insufficient to take to religious activities.	5	4	3	2	1
<p>Indicate the degree of agreement towards the each statement given below  <b>CRITERIA:</b>[5.SA=Strongly Agree, 4.A=Agree, 3.N=Neutral, 2.DA=Disagree, 1.SDA=Strongly Disagree, ]</p>						
<b>D</b>	<b>MANAGEMENT POLICY</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>DA</b>	<b>SDA</b>
1	There is clear quality standards and goals	5	4	3	2	1
2	The Management has responsive grievance handling	5	4	3	2	1
3	There is clear definition of roles of the management	5	4	3	2	1
4	The Management has punishment and fair rewards	5	4	3	2	1
5	There prevails fairness in the company procedure & policy concerning all employees	5	4	3	2	1

6	The Management has Ethical / moral standards in the organization	5	4	3	2	1
<b>E</b>	<b>OPPORTUNITY TO DEVELOP HUMAN CAPACITIES AND GROWTH</b>					
1	There is opportunity for improving my job potential	5	4	3	2	1
2	There is proper training before being assigned a new job potential	5	4	3	2	1
3	Appropriate recognition is accorded to employee's contribution towards work.	5	4	3	2	1
4	Equitable treatment is given to all workers in the organisation	5	4	3	2	1
5	There prevails fair promotional opportunities in the organization	5	4	3	2	1
6	Performance appraisal is based on objective assessment.	5	4	3	2	1
7	Facilities and opportunities, are ascended to individuals for creative work in the organization	5	4	3	2	1
<b>F</b>	<b>JOB SECURITY</b>					
1	The job has become more interesting in the past year to retain me in the present organization.	5	4	3	2	1
2	My post is likely to be stable and certain.	5	4	3	2	1
3	Continuation of job is promising	5	4	3	2	1
4	Belief in the continuation of services till retirement.	5	4	3	2	1
<b>G</b>	<b>ADEQUATE AND FAIR COMPENSATION</b>					
1	Monetary benefits are fair in accordance with one's ability.	5	4	3	2	1
2	The organization gives fair salary/wage in conformity with cost of living	5	4	3	2	1
3	Employees get fair incentives ( Bonus, Festival Allowances etc., ) from the organization	5	4	3	2	1
4	There is fair pay for ( Vacations, Holidays, Sick leave etc.,) from the organization	5	4	3	2	1
5	The employers pay good contribution to your PF	5	4	3	2	1
6	There is fair gratuity and group insurance scheme	5	4	3	2	1
<b>H</b>	<b>INTER-PERSONAL RELATIONS</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>DA</b>	<b>SDA</b>
1	The organization's authority I directly report to is an effective listener.	5	4	3	2	1
2	The relationship between the management and subordinates is good.	5	4	3	2	1
3	There is supportive communication from the supervisor to do my job effectively.	5	4	3	2	1
4	In my work-group, there is open, honest, two – way communication.	5	4	3	2	1
5	The relationship among co-workers and subordinates are good.	5	4	3	2	1
6	There is good communication among people in	5	4	3	2	1

	different areas of the company in my organization.					
<b>I</b>	<b>WORK CULTURE</b>					
1	The culture in the organization is on par with the west.	5	4	3	2	1
2	The organization practices its corporate values.	5	4	3	2	1
3	We have open-door communication culture	5	4	3	2	1
4	My organization always encourages on dress code	5	4	3	2	1
5	My organization has non -bureaucratic organizational culture	5	4	3	2	1

10. Taking an overall view with the plus and minus point over a period of time, how would you rate your own **Self evaluation of Performance** in terms of each of the following.

**CRITERIA :** [ **1.VH**= Very High, **2.H**=High, **3.M**= Medium, **4.L**=Low, **5.VL**=Very low ]

S.No	SELF EVALUATION OF PERFORMANCE	VH	H	M	L	VL
1	There is concern for the quality of output ( as expected by the norms of the organization)	1	2	3	4	5
2	Fillip given to capacity, skill, knowledge relating to job	1	2	3	4	5
3	Conducive atmosphere prevails for efforts to meet the targets	1	2	3	4	5
4	Motivation prevails upon individuals in the group.	1	2	3	4	5
5	The management takes initiatives in job-related matters.	1	2	3	4	5
6	There is the management's participative contribution in managing critical situation.	1	2	3	4	5
7	Efforts to be taken towards optimum utilization of available resources.	1	2	3	4	5
8	The management takes cognizance of competent.	1	2	3	4	5

11. How **satisfied** are you with... Please tick the column

**CRITERIA:** [ **1.H.S**= Highly Satisfied, **2.S**=satisfied, **3. N**=Neutral, **4.D**=Dissatisfied, **5.H.D**= Highly Dissatisfied ]

SNO	JOB SATISFACTION	HS	S	N	D	HD
1	The employees' suggestion system (ESS) evokes response in the management.	1	2	3	4	5
2	The management's positive counseling and identification of job-related needs	1	2	3	4	5
3	The management's recommendatory discipline for better productivity.	1	2	3	4	5
4	Satisfied with the ergonomics work place ( Comfortable chairs and work station to minimized physical problems)	1	2	3	4	5
5	Satisfactory Canteen facilities	1	2	3	4	5
6	Satisfactory Transport facilities	1	2	3	4	5

7	Health care programme conducted the organization – Affording mental comfort.	1	2	3	4	5
8	Satisfactory overall recruitment, selection and the induction programme given in the organization	1	2	3	4	5
9	Training programmes conducted by the organization is formative	1	2	3	4	5

**PART - III**  
**COMMENTS SECTION**

12a) On comparison to the previous year the overall quality of life at work in the present organization has

- 1) Improved  2) Stayed the same  3) Worsened   
4) I was not employed in the company last year

12b) Please explain why you selected your response above

---

---

---

13a) Opinion on recreational activities (Team outing, sporting activities etc.,) conducted by the organization.

1. Necessary in weekend  2. Unnecessary in weekend  3. Necessary in weekdays   
4. Unnecessary in weekdays  5. Not at all needed

13b) Please give your opinion

---

---

14. Your suggestion to improve employees' quality of life at work in Information Technology companies.

---

---

---

**THANK YOU**

IJSER