Quality of Work life in Small and Medium Software Enterprises

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Abstract

Dissatisfaction with respect of Quality of Work Life (QWL) affects the employees' job performance regardless of their position which may result in the frustration, boredom, anger. It will ultimately have an impact on the whole organisational performance. From the current researches' on QWL it has been observed that the corporations that does not measure and take measures to remove employee dissatisfaction faces the problems like high employee turnover, problem of attracting skilled employees and declining productivity. Profitability of a company is ultimately affected. This is a common problem especially among small and medium enterprises and thus identifying the attributes affecting QWL are crucial. The study specializes in examining the Quality of Work life in Small and Medium Software enterprises in state of Haryana, India. The results reveal that most of the employees among software SMEs are found satisfied with growth and development measures, working conditions, motivational tools, fair and equitable treatment, facilities, job security provided by the software enterprises. But the employees are not satisfied by compensation policies and work life balance strategies provided by them. The findings present valuable information to help HR managers to identify the attributes of QWL that causes dissatisfaction among employees and in improving the QWL among software enterprises in state of Haryana in India.

Keywords: Quality of Work Life, Job Satisfaction, Performance of Employees, Software SMEs.

Introduction

Quality of work life is the nature of relationship among workers and working environment of an organization. A business enterprise can smarten its employees' efficiency by way of providing a good quality operating environment. Research has provided empirical evidences in support of improved QWL leads to progress, improves employee-supervisor relationships, reduced strain and good health, positive attitudes, improved job security, reduced grievances, better usage of HRs potential, and accelerated productiveness. Quality of work is, therefore, crucial due to the fact that it is considered as a supportive element in motivating employees. In addition, QWL leads to higher competence, assists in dealing with complex systems and improves productivity. QWL also complements the work life balance that result in better worker performance. Thus, the examining of QWL will become imperative for practicing managers for continual progress.

Management of Quality of Work Life: Benefits

QWL is essential because of the following grounds:

1. Qualitative work life promotes positive employee attitudes toward their work as well as the company.
2. Helps in building good relations among management and staff.
3. Leads in low absenteeism rate as there is less sickness and fatigue due to good quality of work life.
4. Improve the work life balance due to employee friendly flexible schedules.
5. Good quality of work life leads to high degree of job satisfaction.
6. Decrease turnover.
7. Less number of accidents.
8. Increased productivity.
9. Enhanced organizational effectiveness.
10. Builds company reputation as NGOs, Government bodies, investors and media, consider the quality of employee experience with regard to work place quality when evaluating a company for making decisions.

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Elements of QWL

The important factors of QWL are extrinsic factors that include wages, work hours and operating situations and the intrinsic factors are the quality of the architecture and surroundings itself. QWL attributes may differ according to corporation's company size and nature of business. For that reason, QWL considers number of applicable factors including worker's involvement, job stress, working hours, job satisfaction, incentives, enjoyment time, happiness etc. Whilst few researchers have emphasized at the place of business factors of QWL, others have recognized the relevance of persona elements like psychological happiness. QWL can consequently be comprehended as a hallmark of a corporation's working surroundings and conditions. QWL is affected by the below stated elements:

Social Elements

Social components is described in terms of the relationships that are evolved, nurtured and promoted in the enterprise with superiors, subordinates and co-workers in the organizations. These relationships facilitate harmonious environment inside the company.

Work Elements

Work aspects include task variety, nature of the job, work design, and job evaluation, job enrichment, job security, working hours etc.

HR Development Programs

HR guidelines and programs can be understood in terms of learning methods, promotion schemes, worker assistance programs, professional counseling, education, Fair and progressive compensation practices, development opportunities given to its employees to broaden human ability. In light of this factor, powerful HR practices can be developed for higher QWL.

Surroundings and Environment

Work surroundings covers are the interiors, architecture, operational climate, structures, technology, green surroundings, calm atmosphere, which are furnished to the personnel in an organization. It creates happy, safe and favorable working conditions and environment for the employees. Such arrangements not only strengthen job strategies and structures, in addition helps in enhancing organizational effectiveness and efficiency.

Personal Factors

These factors consist of the one's lifestyle that includes social connections, family, circle of friends, physical fitness, entertainment and leisure time a person spends additionally refreshes him to attain an excellent as well as pleasant life.

Quality of Work Life (QWL): Related Works

Sinha, Chandranshu. 2012 [1] examined the quality of work life factors in Indian organizations. The data was gathered from 100 employees at middle level managerial positions. The results concluded 3 factors i.e. "relationship-sustenance orientation", "self-deterministic and systemic orientation" and "futuristic and professional orientation" have significant roles in satisfying the needs of the employees.

Almalki, Mohammed J 2012 [2] in the study cross-sectional survey was conducted and Data was collected from 508 nurses to study the Quality of Nursing Work Life in Saudi Arabia, Descriptive statistics, were applied for analysis using SPSS. Results suggested that the respondents were dissatisfied with their work life, with 40% turnover from their current centres. Turnover was largely related to QWL.

Nanjundeswaraswamy, T. S 2013 [3] stated that high quality of work life (QWL) is necessary for organizations for attracting and retaining skilled employee that is notable for the development of economy. The study was conducted among 109 technical institution employees to know their perceptions towards QWL. The findings reveal male employees are found more satisfied than female one's. There is no significance relationship found between demographic characteristics of employees and QWL.

Meena, M. L. et al. 2014 [4] quality of work life is a factor which affect businesses performance. The high quality of work life is advantageous in any business. The study is undertaken in light of evaluation of quality of work life in small scale industries particularly in handicraft industries of Jaipur. The data were collected from 120 workers of 4 handicraft industries of Jaipur (India). The analysis pointed that the factors which influence the quality of work life are working environment, job security and collaboration with co-workers.

Battu, Nagaraju, and G. Karthik 2014 [5] explored the quality of work life of nurses and para-medical staff in private and public sector hospitals in Vijayawada (India). Data of 150 respondents (70 private sector and 80 public sector). Anova and percentage as statistical tools were used for the analysis. The results concluded in private sector the administration has to take steps on job satisfaction, work stress and staff communication. Within public sector the government has to take necessary measures on organizational climate, working conditions and work stress.

Bhola, Sarang Shankar 2015 [6] propounded HR constitute the core of an organization. But associations are often willing to develop new technology and are much less concerned about the people at work, their work relationship, their social system, and culture. Hence, their quality of work life (QWL) repeatedly suffers.

Swamy, Devappa Renuka 2015 [7] amongst various reasons for employee stability in an organization, the Quality of Work Life is one of them. The study analyzed Quality of Work Life of workers in Mechanical Manufacturing (SMEs) in Karnataka, India. A survey was conducted using a questionnaire among 1092 workers working in Mechanical Manufacturing SMEs. The following 9 major dimensions that effect QWL were identified based on factor analysis: Organization culture and climate, Compensation and Rewards, Work environment, Facilities, Relation and co-operation, Training and

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development, Job satisfaction and Job security, Autonomy of work and Adequacy of resources.

Munn, Sunny L., and Sanghamitra 2016 [8] identified the problem that global workforce comprises of dual-earner couples for whom, balancing between work and life is difficult, in context of this, research recognize the work–life issues of dual-earner couples and institution practices in United States and India. The Solution lies in the fact that it would be advantageous for HR professionals to recognize workplace demographics i.e. cultural, social and legal requirements to encourage implementation of work–life friendly policies.

Aarthy, M., and M. Nandhini 2016 [9] Quality of Work Life is key aspect for any organization in encouraging workers and increasing job satisfaction to attain its goals. The study is based on the Quality of Work Life of faculty members in engineering colleges in Coimbatore District. They concluded that a moderate level of QWL is found among the faculty members and demographic factors namely gender, age, marital status, experience, income and number of children influences the Quality of Work Life therein.

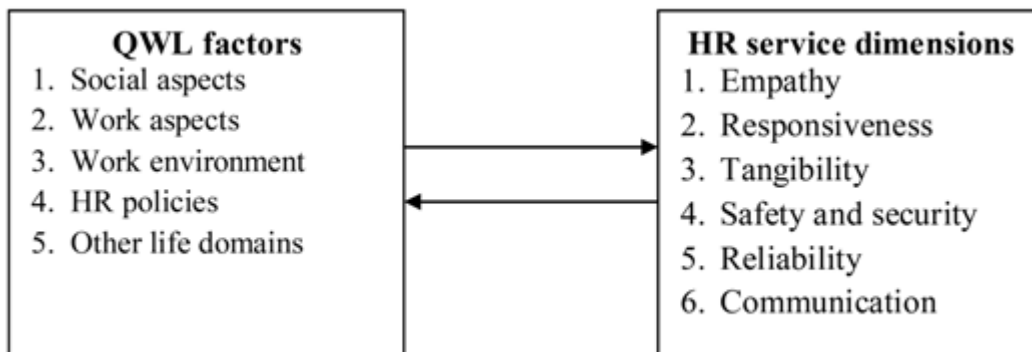Nayak, Sulaksha, and Harisha 2017 [10] found the quality of work life in IT companies through questionnaire survey method from 32 IT experts in Bangalore, Pune and Goa. Statistical sampling technique i.e. Random sampling method was used for collecting the data. The evaluation of Quality of Work Life (QWL) provides information to business organizations about job satisfaction, work-family balance, and job stress. The study highlights that SME's are unable to justify professionals' needs of QWL largely.

Yadav, Mohit, and Mohammad Faraz Naim 2017 [11] attempted to study the Quality of work life (QWL) in the Indian power sector. The conclusion suggests freedom from work-related stress, relationship with work colleagues, salary, job security and communication and job satisfaction influenced QWL positively. However, Supervisor support does not influenced QWL, whereas, job involvement negatively influenced QWL.

QWL Conceptual Model

Based on the literature review on QWL, Factors of QWL and HR dimensions a conceptual model is proposed. HR is the key resource in business organization as its management helps employer in attainment of business goals in an effective and efficient manner. Considering its significance, QWL factors are studied that are interrelated with HR service dimensions.

Figure 1 Conceptual Model: QWL Factors Inter-Related with HR Service Dimensions

QWL factors
1. Social aspects
2. Work aspects
3. Work environment
4. HR policies
5. Other life domains

HR service dimensions
1. Empathy
2. Responsiveness
3. Tangibility
4. Safety and security
5. Reliability
6. Communication

Objectives of the Study
1. To explore the work life quality (QWL) of IT professionals engaged in software industry in small and medium enterptises (SME's) in the state of Haryana in India.
2. To suggest the measures to improve the quality of work life in context of the same.

Research Methodology
The IT software industry is widely known as the leading sector in economic growth and is offering many job opportunities. The study shows the workplace conditions and some dynamics related to quality of their work life. This study examines the QWL of permanent personnel of Software SMEs in the cities of Haryana, India. For the purpose data was gathered from 151 permanent software professionals. Non-probability convenience sampling technique has been used. Excel 2007 has been used to analyze the data using statistical tool namely percentage.

Limitations of the Study
1. The QWL has been examined in context of IT (software) sector, other sectors can be also considered for further studies.
2. The study is confined to Haryana state of India. Other regions can be considered for the future studies.
3. Due to time constraint, data has been collected from 151 software experts. Larger sample size can be considered with this regard.

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Survey Results
Responses for Quality of Work Life in Software SMEs

Sr. No.	Questions	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
1	Company provides safe and healthy working conditions	9%	23%	21%	45%	2%
2	Growth and development opportunities are satisfactory	24%	3%	18%	46%	9%
3	Company has fair and adequate compensation policies	9%	41%	8%	32%	10%
4	Motivational tools increase morale and have positive impact on performance	7%	13%	14%	2%	64%
5	Members of the company cooperate and support each other	2%	3%	46%	31%	18%
6	Employees are treated in equitable manner irrespective of gender, religion, social class etc.	7%	20%	23%	40%	10%
7	Canteen/ accommodation/ transport/ healthcare/ other facilities in the company are satisfactory	9%	3%	8%	28%	52%
8	Work life balance strategies adopted by the company are satisfactory	11%	39%	32%	9%	9%
9	Do you believe you have a secure job with this organization	7%	8%	28%	40%	17%
10	Do you feel comfortable and satisfied with your job	21%	15%	12%	17%	35%

Source: Primary Data

Serial No. 1 shows the Answers of Respondents for the statement 'Company provides safe and healthy working conditions'. It is clear from the table that maximum respondents (45%) agree with the statement. Thus most of the respondents are satisfied with working conditions provided by the software SMEs.

Serial No. 2 shows the Answers of Respondents for the statement 'Growth and development opportunities are satisfactory'. It is clear from the table that maximum respondents (46%) agree with the statement. Thus most of the respondents are satisfied with growth and development opportunities provided by the software SMEs.

Serial No. 3 shows the Answers of Respondents for the statement 'Company has fair and adequate compensation policies'. It is clear from the table that maximum respondents (41%) disagree with the statement. Thus most of the respondents are not satisfied by compensation policies provided by the software SMEs.

Serial No. 4 shows the Answers of Respondents for the statement 'Motivational tools increase morale and have positive impact on performance'. It is clear from the table that maximum respondents (64 percent) strongly agree with the statement. Thus most of the respondents are highly satisfied by motivational tools to enhance performance by the software SMEs.

Serial No. 5 shows the Answers of Respondents for the statement 'Members of the company cooperate and support each other'. It is

clear from the table that maximum respondents (46 percent) are uncertain with respect to the statement. Thus most of the respondents are uncertain in respect of cooperation and support from the other members of software SMEs.

Serial No. 6 shows the Answers of Respondents for the statement 'Employees are treated in equitable manner irrespective of gender, religion, social class etc.' It is clear from the table that maximum of respondents (40 percent) agree with the statement. Thus most of the respondents are satisfied by the fair and equitable treatment given by the software SMEs.

Serial No. 7 shows the Answers of Respondents for the statement 'Canteen/ accommodation/ transport/ healthcare/ other facilities in the company are satisfactory'. It is clear from the table that more than half of respondents (52 percent) strongly agree with the statement. Thus most of the respondents are highly satisfied by facilities given by the software SMEs.

Serial No. 8 shows the Answers of Respondents for the statement 'Work life balance strategies adopted by the company are satisfactory'. It is clear from the table that maximum respondents (39 percent) disagree with the statement. Thus most of the respondents are not satisfied by work life balance strategies adopted by the software SMEs.

Serial No. 9 shows the Answers of Respondents for the statement 'Do you believe you have a secure job with this organization'. It is clear from the table that maximum respondents (40 percent) strongly agree with the statement. Thus most

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of the respondents have secured job in the software SMEs.

Serial No. 10 shows the Answers of Respondents for the statement 'Do you feel comfortable and satisfied with your job'. It is clear from the table that 35 percent respondents strongly agree with the statement and 17 percent respondents agree with the statement. Thus most of the respondents are satisfied and feel comfortable with their jobs in the software SMEs.

Conclusion

Quality of Work Life is a vital area of Human Resource Management that is gaining greater interest from Policy Makers, institutes, Management, Researcher scholars, Employees etc. globally. Providing the better quality of work wife affects the performance of employees and thus, the growth of companies' also. The Software SME zone in India is developing at a fast rate thereby proving to be useful contribution to the growth of Indian Economy. Therefore determining the quality of work life and taking steps for its improvement are vital. In this study, Most of the employees among software SMEs are found satisfied with working conditions, growth and development opportunities, motivational tools, fair and equitable treatment, Canteen/ accommodation/ transport/ healthcare/ other facilities, job security provided by the software SMEs. However the employees are not satisfied by compensation policies, work life balance strategies provided by them. Whereas, most of the employees are uncertain to answer about cooperation and support they have from the other members in software SMEs. The study provides important information to help HR managers in improving the QWL among software enterprises in Haryana, India. As most of the employees are satisfied about various aspects of quality of wok life among software SMEs, hence it affects their overall satisfaction with respect to their job positively.

Implications

The above discussion helped in the identification of the measures of quality of life for employees' wellbeing. As regards, the QWL aspects have the direct effects on psychology of employees (behavior, attitudes and satisfaction) and eventual effects on overall performance of business. Therefore management have to identify the areas that effect QWL and take steps for its improvement.

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