

Quality of Work Life a Predictor of Organizational Commitment: Empirical Evidence from Public Road Transport Sector, South Tamil Nadu

R. Sheela¹, Dr. M. Babima², Dr. Herold M Dhas³

¹ Research Scholar, (Reg.No: 18123161062046), Business Administration, Scott Christian College (Research Centre), Affiliated to Manonmaniam Sundaranar University, Tirunelveli-627 012

²Dr. M. Babima, Head & Assistant Professor, Nanjil Catholic College of Arts and Science, Kaliyakkavilai

³Dr. Herold M Dhas, Associate Professor, Scott Christian College, Nagercoil.

ABSTRACT

Quality of work life indicate the degree to which members of a work organization are able to satisfy important personal needs through their experiences in the organization. Organizational commitment reflect employees attitude towards their organization. Present study attempts to find out the relationship between quality of work life and organizational commitment among drivers working in South Tamil Nadu. Data were collected from 204 drivers working in South Tamil Nadu using a two stage sampling procedure. Quality of work life was measured by using the scale developed by Richard E Walton (1975) and organizational commitment was assessed by using the scale developed by Allen and Meyer (1990). Results revealed a significant correlation between the two variables and found a positive relationship between the two. The study while assessing the impact of quality of work life on organizational commitment found that quality of work life is exerting a significant influence on organizational commitment.

KEYWORDS: Quality of work life; Organizational Commitment; Attrition; Transport Industry, Job performance

INTRODUCTION:

Quality of work life (QWL) can be viewed as an effort undertaken by the organization to improve the productivity of employees. These efforts range from providing good working conditions, rewards, learning and satisfaction to the employees. The main aim of QWL program is to improve human dignity and growth. This is possible through a range of activities from providing good compensation to greater participation by the employees. QWL has garnered attention from both academics and industry as it is viewed as a source of competitive advantage. Organizational commitment (OC) is a highly popular and widely

researched area because of its influence over other important variables like individual performance, job satisfaction, turnover intention and organizational performance

REVIEW OF LITERATURE:

Quality of work life (QWL):

Quality of work life is an important construct to both employees and employers. QWL is a process by which an organization responds to employee needs by developing mechanisms to allow members to share fully in making decisions that design their lives at work (Robbins, 1998). The first popular definition of QWL in the literature is the one which was given by Richard Walton (1974). He proposed eight factors which determine QWL such as adequate and fair compensation; safe and healthy environment; immediate opportunity to use and develop human capacities; future opportunity for continued growth and security; social integration in work organizations; constitutionalism in the work organization; work and the total life space; and the social relevance of work life.

Organizational Commitment (OC):

OC is an important and highly popular construct in organizational behaviour literature. It denotes the strength of an employee's involvement in and identification with the organization. Morrow and Writh (1989) defined OC as a psychological state that includes an individual's belief in and acceptance of the value of his or her chosen job, and a willingness to maintain membership in that job. Meyer and Allen (1997) define OC as the psychological condition that relates the criteria in the employee relationship in the organization and the implications on the decision to remain in the organization.

Relationship between Quality of work life and organizational commitment:

Dex and Smith (2002) also studied QWL policies and affirmed that QWL has a small positive impact on workers' commitment. Nia and Maleki (2013) in their study among the faculty members established a positive relationship between QWL and OC. They recommended enhancement of QWL in University work setting for increasing the OC. Chandrasekar and Rani (2016) measured the relationship between QWL and OC among the shop floor employees of automotive industry in Chennai and established a strong relationship between the two variables.

Thus the first hypothesis of the study was framed as:

H1: QWL positively impacts OC

H2: There is no significant difference in OC between married and unmarried drivers.

H3: There is no significant difference in OC with respect to age and experience of drivers.

H4: There is no significant difference in QWL between educational status of drivers.

H5: There is no significant difference in QWL between married and unmarried drivers.

H6: There is no significant difference in QWL with respect to age and experience of employees.

MATERIALS AND METHOD:

Drivers working in both government and private transport service in South Tamil Nadu participated in the study as respondents. A two stage sampling technique was adopted for the collection of data. This comprised the simple random sampling and convenient sampling techniques. Simple random sampling was used to select the transport service from south, central and north regions of South Tamil Nadu that served the population setting. 20 transport service were selected for the study. 204 drivers working in these 20 transport service were selected using convenient sampling technique for administering the questionnaire. Among them 123 were married and 81 unmarried. 29.9% of respondents belong to the age group 20-30, 29.4 % belongs to 31-40, 21.1 % belongs to 41-50 age group and the remaining 19.6% were above 50 years. With respect to the experience of the respondents, 43.6 % have work experience of 0-10 years, 32.4 % have 11-20 years and 24% have more than 20 years of work experience. In the case of monthly income of respondents, 39.2% have monthly income in the range of Rs20,000-30,000, 31.4% have greater than 30,000 and 29.4% have monthly income between Rs10,00-20,000. With regard to the type of transport service, 55.9% of respondents were from private transport service and remaining 44.1% were from the government transport service in South Tamil Nadu.

Measures:

Two structured questionnaires were used for the study.

Reliability of the Tool:

A pilot study was conducted to test the reliability of the questionnaires. A sample of 50 respondents were selected for the pilot study. Both the questionnaires' Cronbach's alpha value were found to be greater than 0.7 (QWL: 0.918, OC: 0.805). Thus reliability of the tool was tested and found to be good.

RESULTS AND DISCUSSION:

The frequency distribution (mean and standard deviation) pertaining to the two variables are presented in Table 1

Table 1 Mean and Standard deviation of the variables

	Quality of work life	Organizational commitment
Mean	3.2433	4.3213
Standard deviation	0.5614	0.5545

Source: Primary data

In order to test the hypothesis for the impact of QWL on OC, correlation and simple linear regression were conducted. The results are presented in Table 2 and 3

Table 2 Correlation between the variables studied

	Organizational commitment	Quality of work life
Organizational commitment	1	.518 (**)
Quality of work life	.518 (**)	1

Source: Primary data

From the analysis it was found that significant correlation exists at 0.01 level between OC and QWL (0.518). There is a perfect positive correlation between the two variables which indicate that if an organization is able to provide QWL in the organization then the level of OC from the employees will also be high. This result was in resonance with a number of earlier findings.

A significant regression equation was found ($F(1,202) = 73.900, p < 0.001$), with an R^2 of .268. That is 26.8 % of OC variance can be predicted by QWL. The regression analysis revealed positive regression between QWL and OC. Quality of work life was found to be statistically significant in predicting organizational commitment ($\beta = 0.518, sig < 0.05$). Results are presented in Table 3.

Table 3: Linear Regression analysis between QWL and OC

Model	Unstandardized coefficients B	Standard error	Standardized coefficients Beta	t-value	Sig	R ² value	F value	Df
Constant	2.663	0.196		13.609	.000	0.268	73.900	1
Quality of work life	0.511	0.059	0.518	8.596	.000			

Moreover, as a result of regression analysis, it is possible to predict the OC by the equation as follows:

$$\text{Organizational commitment} = 2.663 + 0.511(\text{quality of work life})$$

Thus for each one unit increase of QWL, OC increases by 0.511. These results also provide support for H1. Result of this study supports some of the earlier studies reported in the literature. The studies conducted by Dex and Smith (2002); Farid et al (2015); Swapna (2015); Rostiana (2017); Hidayah and Windijarto (2018) established the predictive power of QWL on OC. The present finding strengthens the argument that QWL impacts OC to a great extent.

Marital status and OC:

To test H2, independent t test was used. Table 4 presents the t-value of the respondents based on Marital status.

It can be seen that there is no significant difference in OC between male and female drivers ($\text{sig}>0.05$). There is only a marginal difference in mean and standard deviation between Marital status of drivers. This finding accepts H2.

Difference in OC with respect to marital status of drivers:

OC with respect to age and experience of drivers:

Independent t test was used to test H3.

The study thus established that there is no significant difference between married and unmarried drivers with respect to OC ($\text{Sig}>0.05$). Here also the mean and standard deviation did not reveal any pattern, and the difference is only marginal. This supports H3.

Difference in OC with respect to age and experience:

To test H4, one way Anova was used. The results are shown in Table 6 and 7.

No significant difference was found among the employees belonging to different age group and having different years of experience with respect to OC ($\text{sig}>0.05$). The result supports H4.

Gender difference in QWL:

To test H5, independent t test was used.

Difference in QWL with respect to age and experience:

To test H6, one way Anova was used.

No significant difference was found among the employees belonging to different age group, and possessing different years of experience with respect to QWL ($\text{sig}>0.05$). The result accept H7. This finding is in line with the previous studies conducted by scholars like Aarthi and Nandhini (2010); Kelbiso et al (2017); Geetha et al (2018) and Hashempour et al (2018) (with regard to experience); Hossain (1997) and Kelbiso et al. (2017) (with respect to age).

MANAGERIAL IMPLICATIONS:

The results of the study have important managerial implications. In the study it was established that QWL is a significant predictor of OC. Employees who perceive high QWL in an organization is more committed to that organization. This commitment will result in a sense of belongingness and a feeling of oneness from the employees. This will ultimately culminate in more passion, dynamism and motivation from the employees. If an organization ensures high QWL to its employees, then they may be more committed to the organization. Managers at all levels shall keep this fact in mind when they design various HR policies and practices. All the areas like work environment, training, performance management, compensation, career development comes under QWL. In the study it was found that there is no difference in both QWL and OC with respect to various demographic factors. This may be

the egalitarian attitude adopted by the organization. Such an approach shall be continued by the organizations for ensuring sustained success.

Limitations and Scope for Further Research:

One of the main limitations of the present study is that it is cross sectional and not longitudinal. Lack of time and access to the organizations are other limitations of the present study. Despite the popularity of the concepts few empirical studies were reported in Indian context. Therefore there is scope to extend the study to other industries for more generalizations. In addition to this the influence of other variables like organizational trust, culture, employee enlightenment, job satisfaction can be included in the study for developing a good model for organizational commitment as some of these concepts can act as either a moderator or a mediator.

CONCLUSION:

Empirical studies about the relationship between QWL and OC is sparse in Indian context. The present study tried to address this research gap. Through the study a relationship between the two variables was established. No demographic difference with respect to the two variables was also established in the study. The findings of the study offers many research and practical implications. It suggest a framework for managers in ensuring a committed and passionate work force.

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