

## An analytical study on the Relationship between Quality of Work Life and Organizational Commitment

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### ABSTRACT

In this modern era, employees are the prime resource and constitute the strength of every organization. Employees working in an organisation are not individuals: they are social beings who belong to a specific system, family life, and culture. However, because of a lack of awareness of Quality of Work Life (QWL) among job providers and employees, the importance of QWL in an organisation is not well taken care of. Absence of QWL results in job discontent, a lack of motivation and morale, an increased accident rate, increased absenteeism, and so on. The primary goal of this research is to determine the association between Quality of Work Life and Organisational Commitment among employees of private transportation companies, specifically Omni bus in Kanyakumari District, Tamil Nadu. A questionnaire was used to obtain data from a sample of 116 employees. The study's findings revealed a substantial link between Quality of Work Life and Organisational Commitment. According to the research, organisations should improve the Quality of Work Life in order to strengthen employees' organisational commitment, so improving the goodwill of every organisation.

**Keywords:** *Quality of Work Life, organizational commitment, motivation and morale*

### 1 Introduction

Organisations must succeed in a dynamic business environment given the challenges of globalisation, diversification, and technological innovation, as well as regular changes in employee attitude. Quality of Work Life (QWL) is a comprehensive concept that includes income, leave benefits, job stress and workload, the nature of the job and employee behaviour, work-life balance, and other factors. Organisational commitment can be defined as an employee's belief in the organization's goals and values. Meyer and Allen (1991) used a different approach, introducing the three component model of organisational commitment. Affective commitment, normative commitment, and continuation commitment are the three components of the organisational commitment paradigm. Organisational commitment is

defined as employees' behaviour of being loyal to their organisations, which may be determined by including the QWL and organisational commitment. Organisations that provide greater QWL have an advantage in attracting valuable employees. Better QWL across all dimensions is likely to provide employees a sense of appreciation, causing them to become more engaged and devoted to the organisation in the process of organisational decision-making, in addition to their well-being.

## 2. Literature Review

Gayathiri, Ramakrishnan, Babatunde, Banerjee, and Islam (2013) stated that QWL clarifies the interaction between the employee and his or her environment, which encompasses economic, technical, and social components.

According to Surlenty, Ramayah, Lo, and Tarmizi (2014), QWL clarifies the degree of relationship between the individual and his or her concept of life as it relates to the work environment.

Choudhury (2015) defined QWL is a multifaceted term that includes security, opportunities for advancement, higher compensation, increased organisational productivity, and social integration.

According to Kochar (2015), QWL is a broad word that refers to methods and techniques that enable employees gain more control over the job they undertake.

Ojedokun, Idemudia, and Desouza (2015) QWL as a guide to the quality of the employee's work environment experience. Whether the encounter was favourable or bad, the organization's capacity to meet the employees' personal requirements influences the employees' appraisal of their QWL experiences.

According to Sharma, Sharma, and Pandey (2016), QWL considers both the mental and objective aspects of work life. QWL programmes focus on enhancing employees' abilities and reducing workplace stress.

## 3. Objectives

- i) To find the relationship between QWL and employee's organizational commitment.
- ii) To explore the effect of QWL on the employee's organizational commitment

## 4. Research Hypothesis

H1: There is no significant relationship between QWL and employee's organizational commitment.

H2: There is no significant effect of QWL on employees' organizational commitment.

## 5. Research Methodology

**5.1 Research Type:** The present study is based on descriptive research.

**5.2 Sources and Collection of the Data:**

The study is based on the analysis of primary data obtained using a questionnaire distributed to 116 employees in Kanyakumari District, Tamil Nadu. A Likert scale was employed to assess the responses. This measure has a 5-point scale with responses ranging from 1 (very unhappy or strongly disagree) to 5 (extremely satisfied or strongly agree). The survey contained two identical questionnaires. Walton (1973) proposed the first questionnaire, which consisted of 35 items to assess QWL. Meyer and Allen (1991) classified employees' organisational commitment into three components in the second questionnaire: emotional commitment, continuation commitment, and normative commitment.

**5.3 Sample Techniques:** The present study is based on Simple Random Sampling technique.

**5.4 Tools:** Correlation and Regression Analysis

**5.5 Analysis and interpretation**

**Correlation Analysis**

Pearson Correlation Analysis was utilised by the researcher to assess the degree and direction of the correlation link between QWL and organisational commitment.

***Correlations between the Eight Dimensions of QWL and the Three Components of Organizational Commitment***

	AFC	WC	UCW	OW	SIW	CW	OSW	SRIW	AC	CC	NC
AFC	1										
WC	.248**	1									
UCW	.260**	.368**	1								
OW	.295**	.227**	.232**	1							
SIW	.376**	.258**	.237**	.382**	1						
CW	.261**	.367**	.393**	.355**	.467**	1					
OSWL	.44**	.442**	.481**	.298**	.331**	.452**	1				
SRIW	.384**	.428**	.386**	.356**	.330**	.444**	.533**	1			
AC	.397**	.202**	.130**	.294**	.365**	.178**	.141*	.297**	1		
CC	.261**	.226**	.436**	.327**	.364**	.498**	.374**	.403**	.261**	1	
NC	.120**	.116*	.144**	.217**	.165**	.206**	.160**	.154**	.328**	.177**	1

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

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

The correlation matrix in the table depicts the relationships between the eight aspects of QWL and the three components of organisational commitment. At the 0.01 or 0.05 threshold

of significance, all of these relationships are positive and significant. Among the relationships, there is a moderately positive linear link between Social Relevance and Importance of Work and Continuance Commitment ( $r=0.503$ ,  $N=116$ ,  $p0.01$ ).

**5.5.1 Adequate and Fair Compensation and Organizational Commitment:** Adequate and Fair Compensation (AFC) and Normative Commitment (NC) have a very small but significant correlation ( $r=0.120$ ,  $N=116$ ,  $p0.01$ ).

**5.5.2 Working Conditions and Organizational Commitment:** The correlation between Working Conditions (WC) and Normative Commitment (NC) is very modest but significant ( $r=0.106$ ,  $N=116$ ,  $p0.05$ ).

**5.5.3 Use of Capacities at Work and Organizational Commitment:** The correlation between Normative Commitment (NC) and Use of Capacities at Work (UCW) is very modest but significant ( $r=0.134$ ,  $N=116$ ,  $p0.01$ ).

**5.5.4 Opportunities at Work and Organizational Commitment:** Opportunities at Work (OW) and Normative Commitment (NC) have a very weak but significant correlation ( $r=0.227$ ,  $N=116$ ,  $p0.01$ ).

**5.5.5 Social Integration at Work and Organizational Commitment:** Social Integration at Work (SIW) and Normative Commitment (NC) have a very weak but significant correlation ( $r=0.175$ ,  $N=116$ ,  $p0.01$ ).

**5.5.6 Constitutionalism at Work and Organizational Commitment:** Constitutionalism at Work (CW) and Normative Commitment (NC) have a very weak but significant correlation ( $r=0.204$ ,  $N=116$ ,  $p0.01$ ).

**5.5.7 Occupied Space by the Work in Life and Organizational Commitment:** Occupied Space by Work in Life (OSWL) and Normative Commitment (NC) have a very least but significant correlation ( $r=0.170$ ,  $N=116$ ,  $p0.01$ ).

**5.5.8 Social Relevance and Importance of Work and Organizational Commitment:** The correlation between SRIW and Normative Commitment (CC) is shown to be very weak but significant ( $r=0.154$ ,  $N=116$ ,  $p0.01$ ).

Hypothesis 1 anticipated that there is no significant association between the characteristics of Quality of Work Life and Organisational Commitment. The researcher used Pearson's correlation to test hypothesis 1 and discovered a relationship between Quality of Work Life characteristics and Organisational Commitment. As a result, hypothesis 1 is rejected.

### Multiple Regression Analysis

The researcher performed multiple regression analysis in this section to investigate the statistical implications of the research hypotheses. Furthermore, this approach aided the researcher in determining the relationship between QWL and organisational commitment. The dimensions of QWL were calculated by adding all of the items from the QWL questionnaire utilised in this study. The eight dimensions of QWL are: 1) Adequate and fair compensation, 2) Working conditions, 3) Use of capacities at work, 4) Opportunities at work, 5) Social integration at work, 6) Constitutionalism at work 7) Occupied space by the work in life, and 8) Social relevance and importance of work.

i) The researcher discovered a substantial association between the characteristics of Quality of Work Life and Organisational Commitment. Among all QWL variables, Social Relevance and Importance of Work has the strongest association. At the 0.01 level of significance, it has a moderately good, positive, and significant association with Continuance Commitment of 0.503.

ii) The elements of Work Life Quality are significantly related to Organisational Commitment. However, some of these relationships are weak, while others are extremely poor. At the 0.05 level of significance, Working Conditions has a very modest but significant connection with Normative Commitment equal to 0.106. Constitutionalism at Work, on the other hand, shows a weak but significant connection with Continuance Commitment of 0.488 at the 0.01 level of significance.

iii) The elements of Quality of Work Life have a considerable impact on organisational commitment. The least significant effect was for Occupied Space by Work in Life, with a  $t=5.889$  at the 0.05 level of significance.

iv) Among the other QWL dimensions, the researcher discovered that Social Relevance and Importance of Work and Social Integration at Work have the largest effect on Organisational Commitment,  $t=11.060$  and  $10.128$  at level of significance 0.05.

## 6. Conclusion

Organisations can boost organisational commitment among their staff by focusing on strengthening their QWL dimensions. Adequate and Fair Compensation is one of the elements that need more attention. Organisations must develop additional recognition and financial incentives. Furthermore, organisations are advised to provide greater benefits to employees in order to increase organisational engagement and a sense of obligation to the organisation. Employees must be involved in decision-making and problem-solving processes in organisations. Furthermore, staff must be given additional responsibilities. Employees will

be more dedicated and attached to their organisations if they believe their opinions are appreciated and they share the same goals.

Organisations must encourage employees to recognise their individuality in order to have highly devoted employees who feel at ease at work since their qualities are respected. The same is true for respecting different religion beliefs and races. It is critical for organisations to design employees' work and relaxation schedules in a way that does not stress them out. Employees will be more productive and devoted if they are happy with their work and rest routines.

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