

## STUDY ON ANALYSING THE QUALITY OF WORK LIFE OF EMPLOYEES OF CAREERNET TECHNOLOGIES, BANGALORE

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**Abstract:** Nowadays the quality of working life is the key to success in any organization. Improving employees' performance and promoting it to the optimum level has been one of the main concerns of managers recently. High quality of working life is essential for organizations which care about staff recruitment and survival, so the quality of working life is one of the important variables. This study analyses the quality of work life at Careernet technologies with the dimensions such as work environment, Job satisfaction, Training and development, safety and healthy work environment, social integration in the work organization, compensation and reward, facilities, skill utilisation and opportunity for growth, commitment to work industry and extra-curricular activities provided at Careernet technologies. Sample size for the study was 190 and the sampling technique used was random sampling technique.

**Keywords:** Quality of work life, Employee performance, staff survival, dimensions.

**About The Organization:** CareerNet is the leading provider of Talent Acquisition and Recruitment Process Outsourcing solutions to the Technology, Knowledge Services, Banking and Financial Services sectors in India. The leadership teams has several decades of collective experience working for global services and consulting firms and are alumni of premier educational institutions in India. CareerNet aims to provide fast, simple and cost-effective solutions for their clients, through strategic advice and solutions in the areas of Recruitment Process Outsourcing, Talent Acquisition Strategy and Planning, Compensation Advisory, University Recruitment, Leadership Acquisition, Talent Branding, Role Design, Performance Management Systems, Outplacement and Exit Management. Being a team of high calibre they specialize in quick turnaround time, multi skilled talent hunt and end to end recruitment solutions.

**Introduction:** A study of quality of work life is very important, the nature being different for each category of employees depending upon their needs. A good quality of work life reduces absenteeism, accidents & attrition. Quality of work life is useful to improve production, organizational effectiveness, morale of the employees and economic development of the country. So an attempt has been made to know about the employees' satisfaction on QWL and its influence on their working environment.

**Objectives:**

- To analyze the Quality of work life of employees at Career Net technologies, Bangalore.
- To identify various dimensions of quality of work life.
- To analyse the most preferred and least preferred dimension of quality of work life among the employees.

- To determine the association among the dimensions of Quality of Work Life.

**Review of Literature: Quality of Work Life Evaluation among Service Sector Employees:** According to Ashwini.J, Dr. D. Anand in the IOSR Journal of Business and Management (IOSR-JBM) e-ISSN: 2278-487X, p-ISSN: 2319-7668. Volume 16, Issue 9.Ver. I (Sep. 2014), PP 01-12 Published on Sep,2014 a study was carried out to understand the influence of quality of work life dimensions on the overall satisfaction of the employees with the organisation Random sampling technique was used to collect opinions from 171 employees of different service sector companies. Eight quality of work life factors were examined to study the relationship with the overall satisfaction of the employees. Commitment to the organisation was considered the most important factor among the eight dimensions. The recommendations provided by the author can be used by the organisations to rework on their policies to enhance quality of work life for employees that would have a positive impact on the attainment of business goals.

**Factors Affecting Quality of Work Life: Empirical Evidence from Indian Organizations:** The study undertaken by Chandranshu Sinha explored the factors of quality of working-life experiences in organizations. It was published during February 2012 in Australian Journal of Business and Management Research Vol.1 No.11 [31-40]. The study focused on 100 employees holding middle managerial positions in various organizations. The Cronbach's alpha of the questionnaire was found to be 0.862& Pearson correlation was 0.924 ( $p<0.001$ ). The factor analysis of the component 'quality of working-life experiences' led to the extraction of 3 factors from various organizations. The three emerging factors were

"relationship-sustenance orientation", "futuristic and professional orientation" and "self-deterministic and systemic orientation". The results indicate that these factors have substantial roles to play in satiating the needs of the employees and how at middle managerial level different aspects are valued and employed for developing a unique and inimitable quality of working life within their socio-technical systems for eliciting favorable job-related responses.

**Evaluation Of Quality Of Work Life: An Adaptation from the Walton's Qwl Model:** Luciana da Silva Timossi, Bruno Pedroso, Antonio Carlos de Francisco published their article during 13 to 16 October - 2008 which focussed on proposing an adaptation from the Model of Walton, where the criteria were transcribed in the interrogative form, and the scale of answers was converted into a Likert scale with five alternatives. The verification of the inner consistency of the instrument was achieved from the Cronbach's alpha coefficient, which the obtained value was 0.96. It is known that, as the work is a human being need, the satisfaction from it also represents a need. In this sense, managers have sustained the precept that, by improving the collaborators' QL, consequently organization will be improving as a whole. The objective of proposing an instrument with satisfactory psychometrics characteristics, adapted to the Walton's QWL model, was reached.

**Study of Quality of Work Life (QWL):** G Nasl Saraji, H Dargahi in the year 2006 published in the journal Iranian J Publ Health, Vol. 35, No. 4, 2006, pp.8-14 his research which aimed to provide insights into the positive and negative attitudes of Tehran University of Medical Sciences (TUMS) Hospitals' employees from their quality of life. A cross-sectional, descriptive and analytical study was conducted among 908 TUMS hospitals' employees by questionnaire at 15 studied hospitals. A stratified random sampling technique was used to select respondents as nursing, supportive and paramedical groups. The results showed that the majority of employees were dissatisfied with occupational health and safety, intermediate and senior managers , their income, balance between the time they spent working and with family and also indicated that their work was not interesting and satisfying. TUMS hospitals' employees responding to this survey have a poor quality of work life. We suggest more training and educations for TUMS hospitals' managers on QWL issues are planned.

**Quality of work life of employees at private technical institutions:** The study made by T S Nanjundeswaraswamy D R during 19<sup>th</sup> August 2013 published in the International Journal for Quality Research 7(3) 3-14 ISSN 1800-6450 431 aims at exploring the perception of employees towards

quality of worklife in technical institution. Based on the literature review and brainstorming with academicians nine important components were identified. They are Work environment, Organization culture and climate, Relation and co-operation, Training and development, Compensation and Rewards, Facilities, Job satisfaction and Job security, Autonomy of work, Adequacy of resources. Study reveals that there is a significant association between QWL of Teaching and Non teaching staffs. From the correlation analysis it was found that Adequacy of Resources are more correlated and Training & Development are less correlated with teaching staffs perception towards quality of work life and in case of non teaching staffs Compensation & Rewards are more correlated and Work.

#### **Methodology: Data and sources of data:**

##### **Primary Data:**

- Type of Data: - Primary Data from the respondents of the sample.
- Data Collection instrument - Structured Questionnaire.

##### **Secondary Data:**

The secondary data has been collected from the company's website, interact (company's intranet website).

**Population & Sample Size:** There are around 600 employees working in the organization. Out of which a sample size of 190 respondents were surveyed through a structured questionnaire, which is 31.66 % of total population out of which 107 were female employees and 83 respondents were male employees.

##### **Sampling Technique:** Simple random sampling

**Analysis of Data:** To arrive at certain conclusions regarding the hypothesis advanced in the present Investigation, the following statistical tools for analysis of data were employed to Consolidate, classify and analyse the data with reference to the selected objectives of the study. i.e. Cronbach Alpha reliability test, Simple Percentage Analysis, Weighted Average Analysis and Correlation. Statistical calculations have been made making extensive use of Microsoft Excel and SPSS Software Packages on the computer.

##### **Analysis and Interpretation: Reliability Test:**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.931	.929	42

The Cronbach's alpha score in the reliability test carried out for this study was determined to be 0.931which describes the high consistency of items.

##### **Weighted Average: Statistics of weighted average:**

Dimensions	Mean
Work environment	3.97
Training and development	3.82
Job satisfaction	3.94
Social integration	3.73
Compensation and rewards	3.85
Facilities	3.36
Safety	3.91
Skill and opportunities for growth	4.07
Commitment to work industry	3.96

**Inference:** The employees of CareerNet are satisfied with the Skill utilization and opportunity for growth at Careernet with the mean value 4.07.

The mean value 3.36 shows that the facilities provided by the CareerNet are neither agreeable nor disagreeable.

#### Correlation:

	Work environment	Training development	Job satisfaction	Social integration	Compensation and rewards	facilities	Safety and healthy work environment	Skill utilisation and growth	commitment to work industry
Work environment	Pearson Correlation								
	Sig. (2-tailed)								
	N	190							
Training n development	Pearson Correlation	.479 **	1						
	Sig. (2-tailed)	.000							
	N	190	190						
Job satisfaction	Pearson Correlation	.535 **	.562 **	1					
	Sig. (2-tailed)	.000	.000						
	N	190	190	190					
Social integration	Pearson Correlation	.384 **	.305 **	.396 **	1				
	Sig. (2-tailed)	.000	.000	.000					
	N	190	190	190	190				
Compensation and rewards	Pearson Correlation	.483 **	.477 **	.673 **	.366 **	1			
	Sig. (2-tailed)	.000	.000	.000	.000				
	N	190	190	190	190	190			
facilities	Pearson Correlation	.341 **	.461 **	.478 **	.328 **	.511 **	1		
	Sig. (2-tailed)	.000	.000	.000	.000	.000			

	N	190	190	190	190	190	190	190	190	190
	Pearson Correlation	.421 **	.357 **	.539 **	.346 **	.512 **	.483 **	.1		
Safety and healthy work environment	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000			
	N	190	190	190	190	190	190	190	190	190
	Pearson Correlation	.425 **	.385 **	.541 **	.275 **	.596 **	.248 **	.495 **	.1	
Skill utilisation and opportunity for growth	Sig. (2-tailed)	.000	.000	.000	.000	.000	.001	.000		
	N	190	190	190	190	190	190	190	190	190
	Pearson Correlation	.595 **	.443 **	.622 **	.365 **	.648 **	.327 **	.573 **	.721 **	.1
commitment to work industry	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	
	N	190	190	190	190	190	190	190	190	190

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

**Inference:** Compensation and rewards is highly correlated with job satisfaction and the value is .673 that indicates there is positive relationship between Compensation and rewards and job satisfaction. This denotes that through compensation and reward they get recognized among their colleagues. Career Net provides weekly awards to their employee who closes the critical requirement by this the employee get recognized and the employees are satisfied in their job.

**Findings of The Study:** For the demographic data percentage analysis was conducted and it was found that the organization consists of more number of female employees because the organization believes that recruiting needs convincing skill and this kind of job can be done by female employees when compared to male employees. And also it was found that 94% of the total employee population belong to the young age category and the company believes that those employees have got the maximum potential in performing better. Also the percentage analysis was conducted for all the questions to know the employees perception towards each dimension.

**To analyse the most important dimension of quality of work life:** Weighted average method analysis was carried out to find the important dimension among the 9 dimensions. It was found that the highest dimension among the 9 was Skill utilization and opportunity for growth with the mean value 4.07 and the employees of CareerNet are satisfied with the Skill utilization and opportunity for growth at Careernet followed by the variable work environment with a mean value of 3.97.

**To determine the association among the dimensions of Quality of Work Life:** Also through

Pearson's correlation it was found that Compensation and rewards was highly correlated with job satisfaction with the value .673 that indicates there is association between the Compensation and rewards and job satisfaction. This denotes that through compensation and reward they receive recognition. Career Net provides weekly awards to the employee

who closes the most critical requirements and through this the employees receive recognition and the employees are satisfied with the job.

#### Suggestions:

- Active participation comes out of involvement and hence the employees are requested to actively participate in the activities conducted by the VIBES team.
- Since Compensation and rewards was highly correlated with job satisfaction I would suggest the organization to continue providing the rewards and recognition for better job satisfaction of their employees.
- Skill utilization and opportunity for growth has the highest weightage among all the 9 factors hence the organization seems to be providing place for the growth of employees and also provides a platform to develop their skills.
- The least weight was distributed among facilities provided by the CareerNet. Hence the organization must look forward to improve the facilities like transport, doctor, cafeteria, beverages provided during breaks, infrastructure etc.
- The organization provides Cafe card with pre loaded amount of Rs.1300 for all employees every month. Employees feel that the card is not

sufficient for them and it falls short 4 days before the month ends. In that case for each day an employee's consumption might be Rs.65. Hence if it is falling short by 4 days, the cafe amount will be Rs.260 which is 20% of the cafe amount hence if it is added extra to their cafe card they will feel very happy and satisfied.

As the employees spend most of their time in the workplace, it is important that an effort be made to address the grievances and minor skirmishes among the employees. An organisation, which considers strategies and policies to create balance in work life, will possibly have a workforce that has increased productivity and increased penchant to work towards achieving organisation goals.

**Conclusion:** Quality of Work Life (QWL) is a comprehensive construct that includes an individual's job related well being and the extent to which work experiences are rewarding, fulfilling and devoid of stress and other negative personal consequences. Therefore, it is necessary to ensure quality work life for all-round peace and prosperity. Better quality of work life leads to increased

employee morale. It minimizes attrition and checks employee turnover and absenteeism.

The presence of QWL is moderately prevalent and improving steadily. The presence of overall satisfaction was measured with the help of 10 dimensions. The management and policy makers should make steadfast initiatives to improve further satisfaction of employees, as it leads to numerous gains.

**Scope for further study:** Finally, the results of this survey can also be used as baseline measures against which the findings of future quality of work life surveys can be compared. Further study can be done by expanding the sample covering other branches of Careernet technologies. Also the constructs can be changed or number of constructs can be increased for future research in case the company is keen in knowing other dimensions of quality of work life such as Work load and job stress, Participation in decision making, Reward and penalty system, Equity, justice and grievance handling etc.

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