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## A COMPARATIVE STUDY ON QUALITY OF WORK LIFE DIMENSIONS IN SMALL MEDIUM ENTERPRISES & LARGE SCALE ENTERPRISES

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### ABSTRACT

Quality of Work Life is an important aspect to attract and retain talent pool in any organization. Present paper wishes to put forward the comparison of two different sectors namely Small Medium Enterprises and Large Scale Enterprises (LSEs) for exploring dimensions of Quality of Work Life. The present research comprises responses from 400 employees where  $N=200$  from SMEs and  $N=200$  from LSEs of Nagpur Region with two categories of work experience. The data was statistically analyzed using SPSS.  $F$  ratio was calculated to get the clear picture of the comparison. Result of the Study revealed statistically significant differences in SMEs and LSEs on factors like Job Satisfaction, Work Motivation and Organizational Climate.

**Keywords:** Job Satisfaction, Large Scale Industry (LSE), Organizational Climate, Quality of Work Life (QWL), Small Scale Industry (SME), Work Motivation.

### INTRODUCTION

In the dynamic world of work, Quality of Work Life plays an important role as a holistic variable which influences the work behavior. On Individual level it directly influences the level of Job Satisfaction, Job commitment, concern for the job and the attrition rate. Quality of Work Life also influences organizational dynamics, strategies and functions which might or might not result in organizational development. Thus Quality of Work Life has gained vital importance for the HR Managers to retain the employees and to reduce the attrition among the employees.

In recent years, quality of work life (QWL) is increasingly being identified as a progressive indicator related to the function and sustainability of business organizations (Koonmee, Singhapakdi, Virakul and Lee, 2010), Quality of work life is often considered in two directions, one is to removal

of negative aspects of work and working conditions and other direction is the modification of work and working conditions to enhance the capability of employees and to promote behavior which is important for an individual and the society at large (Kotze, 2005).

According to Rose, Beh, Uli and Idris (2006) Quality of Work Life is a philosophy or set of principals, which holds that people are trustworthy, responsible and capable of making a valuable contribution to the organization. Quality of work life includes task, working environment, organizational culture, administrative system and the relationship between balancing the job schedule. Largely, it appears that the major outcomes of an effective QWL program are improved working conditions for employees and greater organizational effectiveness for employers. (Adhikari Gautam, 2010). QWL is a composite constellation which incorporates the variables like Work Motivation, Job Satisfaction, and Organizational Climate.

Job satisfaction is the favorableness or un-favorableness with which employees view their work. Like motivation, it is affected by the environment. Different aspects of the job, such as pay, promotions, supervision, fringe benefits, one's co-workers support, and excessive working hours are associated with levels of satisfaction (Watson et al, 2003). Job satisfaction is often determined by how well outcome meet or exceed expectations.

When we speak about Quality of Work Life, Work motivation is an important factor that affects motivation at workplace and QWL (Ghosh, 1992). Dessler (2001) considered Motivation as the intensity with which a person desires to engage in some activity. Motivation basically has two dimensions one being "making employees work better, more efficiently and effectively" from the point of view of managers, the other being "enabling employees to do their jobs in the best way with enjoyment and desire" from the point of view of employees. Motivation and Job Satisfaction has been considered to be affected by economic variables and this fact cannot be denied but also is not sufficient enough to have a prolonged effect.

Organization climate is a collective behavior of people who are the part of an organization values, vision and norms. Organizational features such as policies and procedures, leadership style, operations, and general contextual factors all have a profound effect on how staff views the quality of work life (Cavryet et. al., 1995). "Organizational climate, defined as the way in which organizational members perceive and characterize their environment in an attitudinal and value-based manner. Denison (1996); Moran and Volkwein (1992) have asserted it as an important and influential aspect of satisfaction and retention, as well as institutional effectiveness"

The present paper tries to compare the QWL among the employees from two different sectors namely SMEs and LSEs on the basis of two categories of work experience. The Government of India enacted the Micro, Small and Medium Enterprises Development (MSMED) Act, 2006 including definitions enterprise scales. In the case of manufacturing enterprises, as considered for this research case, a small medium enterprise is an enterprise where the investment in plant and machinery is more than Rs. 25 lakh but does not exceed Rs. 10 crore; and a large enterprise is the one where the investment in plant and machinery is more than Rs. 10 crore.. In the present research the researcher has studied two types of organizations based on the nature of functioning, HR Practices and number of employees. It is generally seen that the size of organization directly influences QWL as smaller the group, cohesiveness among the employees is more in nature. Further financial incentives, regularity of salary, informal pay and salary administration might also influence the perception towards QWL. Employees working in SME might have a different perception towards administrative policies, interaction with employer, role ambiguity and job responsibility. The researcher was interested to explore the dimensions of human behavior which might change the bi-lateral dynamics between employees and the organization. The data was statistically analyzed using SPSS. *F* ratio was calculated to get the clear picture of the comparison.

Present study was conducted in industrial belt of Nagpur region where the presence of both the sectors is widely available. The objective of the study was to explore major variables of QWL as

a composite matrix resulting in job satisfaction, low turnover, absenteeism and optimal level of team building and morale.

To compare and examine the above said variables following three psychometrics tests were used

- I. Job Satisfaction Questionnaire, Dr. Hardeo Ojha
- II. Work Motivation Questionnaire, K.G.Agarwal
- III. Organizational Climate Inventory, Som Nath Chattopadhyay and K G Agrawal

### Hypotheses

- 1) Their exist no significant difference with respect to Job Satisfaction, Work Motivation, Organizational Climate resulting in QWL between the employees from Small Medium Enterprises compare to the employees from Large Scale Enterprises.
- 2) Their exist no significant difference with respect to Job Satisfaction, Work Motivation, Organizational Climate resulting in QWL between employees having less than or equal to 5 years of work experience compare to the employees having more than 5 years of work experience.

### DATA ANALYSIS

#### A. Job Satisfaction

**Table 1.1: Mean and SD**

Industry	Experience	Mean	Std. Deviation
Small	Low	22.61	3.12
	High	22.59	3.33
	Total	22.60	3.22
Large	Low	22.23	4.00
	High	23.77	4.30
	Total	23.00	4.21
Total	Low	22.42	3.58
	High	23.18	3.88

**Table 1.2: Analysis of Variance summary Table**

Source	SS	df	MS	F	P
Industry	16.00	1.00	16.00	1.16	.283
Experience	57.76	1.00	57.76	4.18	.042
Industry *					.037
Experience	60.84	1.00	60.84	4.40	
Error	5475.40	396.00	13.83		
Total	213546.00	400.00			

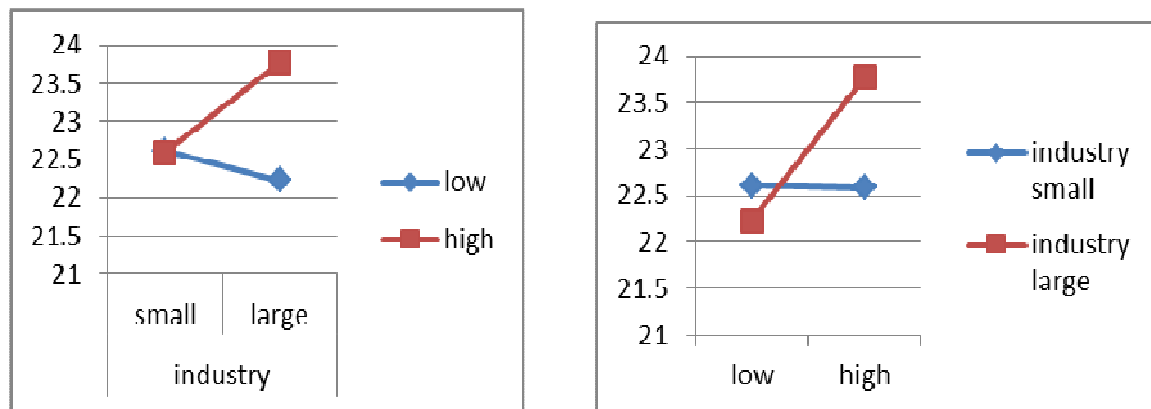
Two way ANOVA Table 15.2 of 'Job Satisfaction' indicates significant interaction effect ( $F = 4.40$ ;  $df = 1, 396$ ;  $p = .037$ ). For further analysis simple effects were calculated. Thus simple effects are displayed below:

**Table 1.3 Simple Main Effects of A (Industry type) at each level of B (level of experience)**

Source of variation	SS	df	MS	F
Industry for Less experience	7.22	1	7.22	0.52
Industry for More experience	69.62	1	69.62	5.03
Error		396.0		
	5475.40	0	13.83	

**Table 1.4 Simple Main Effects of B (level of experience) at each level of A (Industry type)**

Source of variation	SS	df	MS	F
Experience for SMEs	0.02	1	0.02	0.00
Experience for LSEs	118.58	1	118.58	8.57**
Error	5475.40	396.00	13.83	



**Figure 1.1 (Interaction effects for A and B)**

**(I) Profile of Simple effect for level of a for b<sub>1</sub> and b<sub>2</sub> (II) Profile of Simple effect for level of b for a<sub>1</sub> and ba<sub>2</sub>**

As depicted in figure 1.1 there is no significant difference on Job Satisfaction among the employees of SMEs irrespective of their work experience. But whereas in the Large Scale Enterprises it is observed that employees having more than 5 years of work experience derived more Job Satisfaction from the employees having less than 5 years of Work Experience.

**B. Motivation**

**Table 2.1: Mean and SD: Motivation**

Industry	Experience	Mean	Std. Deviation
<b>Small</b>	Low	10.67	2.21
	High	11.59	2.05
	Total	11.13	2.17
<b>Large</b>	Low	11.49	2.09
	High	11.85	2.00
	Total	11.67	2.05
<b>Total</b>	Low	11.08	2.18
	High	10.67	2.21

**Table 2.2: Analysis of Variance summary Table: Motivation**

<i>Source</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P</i>
Industry	294.12	1.00	294.12	1.89	0.17
Experience	885.06	1.00	885.06	5.70	0.02
Industry * Experience	78.32	1.00	78.32	0.50	0.48
Error	61499.07	396.00	155.30		
Total	3901809.00	400.00			

Interpretation obtained from Table 2.2 indicated that difference in ‘Work Motivation’ is significant for year of experience ( $F = 5.70; df = 1, 396; p = 0.02$ ). Whereas for type of industry were not found significant. Though the result was statistically not significant as far as nature of industry concern for the Work Motivation, by referring to the mean it can be seen that employees from LSEs ( $Mean, SD = 11.67, 2.05$ ) have more motivation.

**C) Organizational Climate**

**Table 3.1: Mean and SD**

<b>Industry</b>	<b>Experience</b>	<b>Mean</b>	<b>Std. Deviation</b>
<b>Small</b>	Low	250.87	11.27
	High	264.82	12.21
	Total	257.85	13.65
<b>Large</b>	Low	233.36	18.24
	High	240.85	12.32
	Total	237.10	15.97
<b>Total</b>	Low	242.12	17.48
	High	252.84	17.15

**Table 3.2: Analysis of Variance summary Table**

<b>Source</b>	<b>SS</b>	<b>df</b>	<b>MS</b>	<b>F</b>	<b>P</b>
Industry	43014.76	1.00	43014.76	226.23	.000
Experience	11491.84	1.00	11491.84	60.44	.000
Industry * Experience	1043.29	1.00	1043.29	5.49	.020
Error	75293.86	396.00	190.14		
Total	24628394.00	400.00			

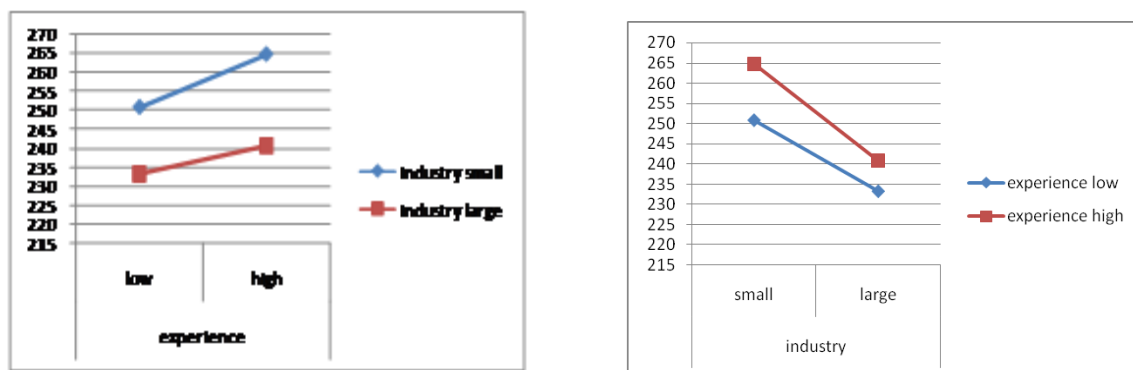
Two way ANOVA Table 3.2 of ‘Organizational Climate’ indicates significant interaction effect ( $F = 5.49; df = 1, 396; p = .020$ ). Thus simple effects are displayed below:

**Table 3.3 Simple Main Effects of A (Industry type) at each level of B (level of experience)**

Source of variation	SS	df	MS	F
Industry for Low experience	15330.01	1	15330.01	80.62**
Industry for High experience	28728.04	1	28728.04	151.09**
Error	75293.86	396.00	190.14	

**Table 1.4 Simple Main Effects of B (level of experience) at each level of A (Industry type)**

Source of variation	SS	df	MS	F
Experience for SMEs	9730.125	1	9730.125	51.17**
Experience for LSEs	2805.005	1	2805.005	14.75**
Error	75293.86	396.00	190.14	



**Figure 3.1 (Interaction effects for A and B)**

**(I) Profile of Simple effect for level of a for b<sub>1</sub> and b<sub>2</sub> (II) Profile of Simple effect for level of b for a<sub>1</sub> and b<sub>a2</sub>**

As depicted in figure 3.1 (I) & (II) there is significant difference on Organizational Climate among the employees of SMEs and Large Scale Sector.

As the interaction effect was significant further statistical analysis was done accordingly simple effects were calculated, after examining the obtained statistics and interpreting the figure 3.1 it can be said that employees from SMEs (with decent tenure of work experience) derive significantly more on the variable organizational climate. Whereas it is also seen that employees having more work experience (SMEs and LSEs) have significantly more score than the employees having less work experience (SMEs and LSEs).

**DISCUSSIONS AND CONCLUSIONS**

The present study examined the differences in level of Job Satisfaction, Work Motivation and Organizational Climate among the employees from SMEs and LSEs having different work experience tenure. Obtained statistics suggested interesting trend to understand the nature of organization, HR practices and Organizational commitment in a two tier city like Nagpur where industrial scene is unique and peculiar in nature. On one side LSEs from the manufacturing sector abide objective HR practices, whereas on the other side a small cohesive and positive work dynamics is seen among the employees from SMEs. The study tries to understand sub variables related to

QWL as a bilateral commitment and not as passive organizational structure. It was revealed that Job Satisfaction is significantly more in employees of LSEs compared to SMEs employee. Also it was found there is no effect of Job Satisfaction level on employees with reference to their work experience in SMEs. But In LSEs employees having more than 5 years of experience are more satisfied with respect to their salary, reward system, organizational structure, conflict resolution, support system, achievement and work itself.

Further it is seen consequences that there exist significant differences in employee's Work Motivation in SMEs and LSEs also it differs according to their work experience. For variables like dependence, work group relations, psychological and material incentives and job situations the work motivation varies in both the sectors. SMEs depict lower motivation compare to LSEs.

Another variable of QWL which was examined in the present study was the Organizational Climate. It was observed that employees from LSEs irrespective of their work experience perceive to have better Organizational climate and whereas employees from both the sectors having more work experience showed significantly better perception towards organizational climate.

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