An Empirical Study of Quality of Working Life among It Sector Employees

Rohit Sharma[1*], Kalpna Prabhakar[1], Prof. A. V. S. Madnavat[2]

ABSTRACT

Emotional Intelligence is a set of qualities and competencies that captures a broad collection of individual skills and dispositions, usually referred to as soft skills or inter and intra-personal skills, that are outside the traditional areas of specific knowledge, general intelligence, and technical or professional skills. Emotions are an intrinsic part of our biological makeup, and every morning they march into the office with us and influence our behavior. Emotional intelligence consists of five factors: Knowing one's emotions, managing emotions, motivating oneself, recognizing emotions in others, and handling relationships Goleman (1995).The success of any organization is highly dependent on how it attracts, recruits, motivates and retains its workforce. Today's organizations need to be more flexible so that they are equipped to develop their workforce and enjoy their commitment. Therefore, organizations are required to adopt a strategy to improve the employees' quality of work life to satisfy both the organizational objectives and employee needs. The term quality of work life refers to the favorableness' or un favorableness of a total job environment for people. The main aim of this study is to know employees balance their life and to identify health determinants in working life among employees. For this purpose quality of work life is measured by taking into account of employees' Health and safety, Work Environment, Job satisfaction, Motivation, Job Designing and Term Effectiveness. The sample size for this study was 50 and primary data was collected from employees' working in IT companies. From this study work environment, job analysis, satisfaction and motivation are the four major determinants of quality of work life which play the vital role for employees' better performance in the organization.

Keywords: Employees of IT sector, Organization Management, Quality of Work Life

Quality of Work Life is the existence of a certain set of organizational condition or practices. This definition frequently argues that a high quality of work life exists when democratic management practices are used, employee's jobs are enriched, employees are treated with dignity

[1] Research Scholar, Department of Psychology, University of Rajasthan, Jaipur, India
[2] Professor, Department of Psychology, University of Rajasthan, Jaipur, India
*Responding Author

and safe working conditions exist. Quality of Work Life refers to the level of satisfaction, motivation, involvement and commitment individuals experience with respect to their lives at work. Quality of Work Life is the degree to which individuals are able to satisfy their important personal needs while employed by the firm. Companies interested in enhancing employees Quality of Work Life generally try to instill in employees the feelings of security, equity, pride, internal democracy, ownership, autonomy, responsibility and flexibility.

Goleman's (2001) Emotional Intelligence Competencies

	SELF Personal Competence	OTHER Social Competence
RECOGNITION	Self-Awareness Emotional Self-Awareness Accurate Self-Assessment Self-Confidence	Social Awareness Empathy Service Orientation Organizational Awareness
REGULATION	Self-Management Self-Control Trustworthiness Conscientiousness Adaptability Achievement Drive Initiative	Relationship Management Developing Others Influence Communication Conflict Management Leadership Change Catalyst Building Bonds Teamwork and Collaboration

OBJECTIVES OF THE STUDY
- To assess the quality of work life among employees in IT companies.
- To know the perceived link between work life balance and team effectiveness.
- To identify the importance of work environment towards the performance.

Some Major Conceptual Categories Relating To Qwl
- Adequate and fair compensation
- Safe and healthy working conditions
- Immediate opportunity to use and develop human capacities
- Opportunity for continued growth and security
- Social integration in the work organization
- Constitutionalism in the work organization
- Work and total life space

Problems of Implementing Quality of Work Life Programmes

- Managerial attitudes
- Union influence
- Restrictiveness of industrial engineering

Strategies to Improve Quality of Work Life

By implementing some changes, the management can create sense of involvement, commitment and togetherness among the employees which paves way for better Quality of Work Life.
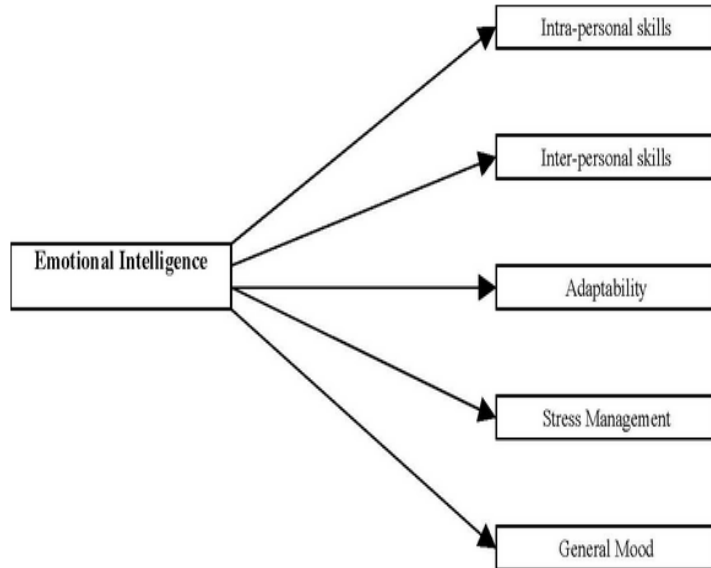

Fig – 1.5 - Bar-On's (1997) Model of Emotional Intelligence Source - Emotional Intelligence myth or reality. By - Bhattacharya and Sengupta

Job enrichment and Job redesign¬
Autonomous work redesign¬
Opportunity for growth¬
Administrative or organizational justice¬
Job security¬
Suggestion system¬
Flexibility in work schedules¬
Employee participation¬

WORKLIFE BALANCE BENEFITS TO THE ORGANISATION	WORKLIFE BALANCE BENEFITS TO THE INDIVIDUAL
Measured increase in individual productivity, accountability and commitment	More value and balance in your daily life
Better team work and communication	Better understanding of what your individual work life balance is
Improved morale	Increased productivity and reduced stress
Less negative organizational stress	Improved relationship both on and off the job

STUDY RESULT

Percentage Analysis TABLE: 1

AGE	NO. OF RESPONDENTS	PERCENTAGE
BELOW 25 25-30 30-35 ABOVE 35 TOTAL	24 17 9 0 50	48 34 18
GENDER	NO. OF RESPONDENTS	PERCENTAGE
MALE FEMALE TOTAL	25 25 50	50 50
EXPERIENCE	NO. OF RESPONDENTS	PERCENTAGE
LESS THAN 3 YEARS 3- 6 YEARS 6-9 YEARS 9- 12 YEARS ABOVE 12 YEARS TOTAL	24 17 6 3 0 50	48 34 12 6
INCOME	NO. OF RESPONDENTS	PERCENTAGE
UPTO 2,00,000 2,00,000- 4,00,000 4,00,000- 6,00,000 6,00,000- 8,00,000 8,00,000- 10,00,000 ABOVE 10,00,000 TOTAL	11 19 11 3 4 2 50	22 38 22 6 8 4
JOB SECURITY	NO. OF RESPONDENTS	PERCENTAGE
YES NO TOTAL	42 8 50	84 16
MOTIVATION	NO. OF RESPONDENTS	PERCENTAGE
EXTREMLY MOTIVATING FAIRLY MOTIVATING NEITHER MOTIVATING NOR DEMOTIVATING TOTAL	21 21 8 50	42 42 16

Chi- Square Analysis TABLE: 2 Ho: There is no significance difference between Job security and Experience. Ha: There is a significance difference between Job security and Experience.

	IN YEARS	JOB SECURITY
Chi-square	22.940	22.970
Df	3	1
Asymp. Sig.	.000	.000

The asymptotic significance is less than 0.05, the difference between observed and expected frequencies is significant. Therefore the null hypothesis is rejected. Therefore there is the significance relationship between Experience and Job Security. TABLE: 3 Ho: There is no significance difference between Inter relationship and Age. Ha: There is no significance difference between Inter relationship and Age.

	INTER RELATIONSHIP	& AGE
Chi-square	33.000	6.560
Df	1	2
Asymp. Sig.	.000	.034

The asymptotic significance is less than 0.34 which is greater than 0.05, the difference between observed and expected frequencies is insignificant. Therefore the null hypothesis is accepted. Therefore there is no significance relationship between Inter Relationship and Age. TABLE: 4 Ho: There is no significance difference between Motivation and Income. Ha: There is a significance difference between Motivation and Income.

	MOTIVATION	& INCOME
Chi-square	5.940	24.640
Df	2	5
Asymp. Sig.	.029	.000

The asymptotic significance is less than 0.000 which is less than 0.05, the difference between observed and expected frequencies is significant. Therefore the null hypothesis is rejected. Therefore there is a significance relationship between Motivation and Income. TABLE: 5 Ho: There is no significance difference between Co-operation and Gender. Ho: There is a significance difference between Co-operation and Gender.

	CO-OPERATION	GENDER
Chi-square	19.840	.000
Df	1	1
Asymp. Sig.	.000	1.000

The asymptotic significance is less than 1.000 which is less than 0.05, the difference between observed and expected frequencies is insignificant. Therefore the null hypothesis is accepted. Therefore there is no significance relationship between Co-operation and Gender.

Improving Work life Balance

IT organizations should take up the initiative of improving and enhancing the emotional intelligence of their employees. This can be done by designing and providing effective training to their employees. This will help enhance the skills of the employees with regard to "self – awareness" self – awareness forms the most critical element of emotional intelligence. High self – awareness helps an individual to monitor the actions and try to rectify it if required, self-awareness guides an individual to fine tune the job performance style and become more acceptable and socially networked. Further it also helps employees, use their emotions to facilitate performance by directing them toward Constructive activities and improving personal performance. Any person highly capable in this dimension would be able to encourage him or herself to do better continuously and direct his or her emotions in positive and productive directions. Hence emotional Intelligence will help an employee experience better work – life balance.

IT organizations should clearly define the roles and responsibilities for each every employee so that there is a clear objective laid down by the organization as to who is accountable for what and no does extra work. By doing this IT organizations will help improve the work - life balance across management levels.

IT organizations can improve the work life balance of their employees by encouraging the concept of job sharing. There should be a clear boundary drawn between work and non – work activities. Human Resources and the Senior Management should take the initiative and communicate the importance of having a good balance between personal and professional life. Focus on effectiveness rather than on length of work hours. Use communication technologies and time management strategies to boost output.

CONCLUSION

All over the world people are craving for their human dignity and respect. Besides their aspirations and expectations are rising along with rapid changes in times and technologies. There is growing significance attached to human resources. 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 labor turnover and absenteeism. There will be better communication and understanding among all employees leading to cordial relations. It enhances the brand image for the company as that, in turn, encourages entry of new talent into the organizations work environment means the milieus around a person. It is the social and professional environment in which employees' are supposed to interact with a number of people. Employees' are supposed to co-ordinate with each other in one way or the other. They may be working in a team or in dependent. It depends upon their position and status in their work place. It is not important that an office would always be called the work place. It can either be home environment where they use to work for all the time where they were supposed to interact with your family members by and by. Work environment does not only count the living world things

but also the materialistic world stuff. It may count the room or home where they are working. It may counts the things that they are using in one way or the other. It is all about things and livings that are around the employees' where they are working. It finally concluded that work environment, job analysis, satisfaction and motivation are the four major which dominates all the other factors and helps the employees for their better performance in the organization.

REFERENCES

Antonakis, J. (2003). Why "emotional intelligence" does not predict leadership effectiveness: A comment on the Prati, Douglas, Ferris, Ammeter, and Buckley (2003). *The International Journal of Organizational Analysis, 11,* 355-364.

Anupreeti.T, M. Kavitha & Janani Prabha.S(2010) IOSR,JBM,Quality of Life in ITsector,57-60

Atwater, L.E., & Yammarino, F.J. (1992). Does self-other agreement on leadership perceptions moderate the validity of leadership and performance predictions? Personnel Psychology, 45, 141-164.

Bachmann, K. (2000). Work – life Balance. Are Employers Listening? Conference Board of Canada.

Barling, J., Slater, F., & Kelloway, E. K. (2000). Transformational leadership and emotional intelligence: An exploratory study. *Leadership & Organization Development Journal, 21,* 157-161.

Bar-On, R. (1997). *The Bar-On Emotional Quotient Inventory (EQ-I): A test of emotional intelligence*. Toronto, Canada: Multi-Health Systems.

Bhargava, S & Baral, R (2009). Work – life Balance Practices in India. Working Paper, IIT Bombay.

Bhattacharya, M, S and Sengupta, N (2007), Emotional Intelligence Myth or Reality, *Anurag Jain for Excel Books*

Blau,P.1964. Exchange and Power in Social Life. New York: Wiley

Brown, F. W., Bryant, S. E., & Reilly, M. D. (2005). Does emotional intelligence—as measured by the EQ-i—influence transformational leadership and/or desirable outcomes? *Leadership & Organization Development Journal, 27,* 330-351.

Burke,M.J & Collison, J. (2004). US Job Recovery and Retention Poll Findings for Human Resource Management. Boyatzis, R. E. (1999). From a presentation to the Linkage Conference on Emotional Intelligence, Chicago, IL, September 27, 1999.

Carmeli, A., & Josman, Z. E. (2006). The relationship among emotional intelligence, task performance, and organizational citizenship behaviors. *Human Performance, 19,* 403-419

Davies, M., Stankov, L., & Roberts, R. D. (1998). Emotinal intellignece: In search of an elusive construct. *Journal of Personality and Social Psychology, 75*, 989-101

Delphine Nelis, Jordi Quoidbach, Moïra Mikolajczak and Michel Hansenne (2009). Increasing emotional intelligence: (How) is it possible? Original Research Article Personality and Individual Differences, Volume 47, Issue 1, July 2009, Pages 36-41

Dex, S & Scheibl, F (199). Business Performance and Family – Friendly Policies, *Journal of General Management*, 24, 22 – 37

Diane Perrons (2003). The New Economy and the Work–Life Balance: Conceptual Explorations and a Case Study of New Media, Volume 10, Issue 1, pages 65 – 93

Ferrer, A & Gagne, L. (2006). The use of family friendly work place practices in Canada. *Institute for Research on Public Policy* Working Paper Series no. 2006 – 02.

Gambles, R, Lewis, S & Rapoport (2006), The Myth of Work – Life Balance, *John Wiley and Sons Ltd*

George, J. M. (2000). Emotions and leadership: The role of emotional intelligence. *Human Relations, 53,* 1027-1055. Golden, T., Veiga, J. F. & Simsek, Z. (2006). Telecommuting's differential impact on work-family conflict: Is there no place like home? Journal of Applied Psychology,91 (6), 1340–1350

Goleman, D, Boyatzis, R & McKee, A (2003), The New Leaders. *Time Warner Paperbacks*. Chap 3, pp 327 – 333

Goleman, D. (1998). *Working with emotional intelligence.* New York: Bantam Books

Goleman, D. (1998b, November-December). What makes a leader? *Harvard Business Review,* 93-102.

Grover, S.L & Crooker, K.J. (1995). Who appreciates family – responsive human resource policies, The impact of family – friendly policies on the organisational attachment of parents and non – parents, Personnel Psychology, 48, 271 – 288.

Holahan, C.K. and Sears, R.R. (1995). The gifted group in later maturity. Stanford: Stanford University Press

Hopkins, M. M., Bilimoria, D. (2008). *Social and Emotional Competencies Predicting Success for Male and Female Executives* (1 ed., vol. 27, pp. 13-35). Journal of Management Development.

Huston, D, M (2005), Work – Life Balance in the 21st Century. *Palgrave MacMillan*

Hyman, Jeff & Juliette Summers (2004), Lacking balance? Work – life employment practices in modern economy, Personnel Review, 33 = 20 (4) Pp: 418 – 429. Jake

Jones, F, Burke, R, J and Westman, M (2006), *Psychology Press*