

**“A Study of Impact of Quality of Work Life on Organizational Commitment in Manufacturing sector”**

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**Abstract**

Quality of Work Life and Organizational Commitment act as a basic concept for any commercial operations in the organization and hence the researcher had considered the quality of work life and organizational commitment as most important and for which this study issued. The objective of the present study is, to find the relationship between Quality of Work life and Organizational commitment of the Employees of manufacturing sector. Data were collected from 171 employees. Karl person coefficient of correlation was used for data analysis. The study reveals that a significant difference positive relationship exists between QWL and Organizational Commitment of employees in manufacturing sector. In concurrence with the ascertained importance of an employee's role in the organization, therefore , the present research is an attempt to study quality of work life and organization commitment where experience help in Manufacturing organizations to retain employees and help them towards career development, increasing managerial effectiveness and organization commitment.

**Key Words:** Quality of Work Life, Organizational Commitment, Manufacturing employees

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**Introduction**

**Quality of work life (QWL):**

The Quality of Work Life is the result of an evaluation that each individual carries out comparing his own hopes, expectations and desires with what he considers as reality. Quality of Work Life is basically the Quality of life that an employee experiences at his work place. Unless good Quality of Work Life is provided to an employee, he cannot be motivated towards work. Quality of Work Life covers all aspects of employee's work life like economic, social, psychological and organizational. Quality of work life is a multifaceted concept. The premise of quality of work life is having a work environment where employees' activities become more important.

**Heskett, Sasser and Schlesinger (1997)** proposed that QWL, which was measured by the feelings that employees have towards their jobs, colleagues, and companies would enhance a chain effect leading to organization's growth and profitability. Rise in the Quality of Work Life would help employees' well being thereby the well being of the whole organization. This is an attempt to capitalize the human assets of the organization. The basic purpose of Quality of Work Life is to develop work environment that are excellent for employees as well as for

organization. It aims at healthier, more satisfied and more productive employees and more efficient, adaptive and profitable organization. **Cunningham, J.B. and T. Eberle, (1990)** described that, the elements that are relevant to an individual's Quality of Work Life include the task, the physical work environment, social environment within the organization, administrative system and relationship between life on and off the job. **Chan, C.H. and W.O. Einstein, (1990)** pointed out Quality of Work Life reflects a concern for people's experience at work, their relationship with other people, their work setting and their effectiveness on the job. **European Foundation for the Improvement of Living Conditions (2002)** described that the Quality of Work Life is a multi-dimensional construct, made up of a number of interrelated factors that need careful consideration to conceptualize and measure. It is associated with job satisfaction, job involvement, motivation, productivity, health, safety, job security, competence development and balance between work and non-work life.

From this perspective, there has stemmed the notion of organizational responsibility and specifically of management, to ensure that employees who commit themselves fully to achieving the organization's objectives should also experience a high Quality of Work Life (**Kotze 2005**). Besides, an employee who feels a great deal of work related well being and little job distress is apt to have a good Quality of Work Life (QWL), and vice versa (**Riggio 1990**).

### **Organizational commitment (OC)**

Commitment is the function of inherent sincerity of an individual, which develops the capacity to work hard and give good results even in poor and adverse circumstances. Effective managers consider commitment as both, the aspects of individual and institutional importance in which a person with commitment towards the job with sincerity and honesty and efficiently sustain hard work which gives him internal satisfaction of pulling his optimum strength into work with genuineness. Organizational commitment covers a range of attitudinal and behavioral responses about the organization and is sometimes described simply as loyalty. Organizational commitment is a concept proposed by **Mowday et al. (1982)** to integrate several of the personal characteristics and experiences that individuals bring to the organization. He defined organizational commitment as the extent to which an individual identifies and is involved with his or her organization and/or is unwilling to leave it. **Meyer and Allen (1994)** state that organizational commitment is "a psychological state that a) characterizes the employee's relationships with the organization, and b) has implications for the decision to continue membership in the organization". The three types of commitment are **Affective, Continuous and Normative Commitment**.

**Affective Commitment:** The strength of a person's desire to work for an organization because he or she agrees with its underlying goals and values. Affective commitment refers to employees' perceptions of their emotional attachment to or identification with their organization.

**Continuance Commitment:** The strength of a person's desire to continue working for an organization because he or she needs to do so and cannot afford to leave. Continuance commitment refers to employees' perceptions of the costs associated with leaving the organization.

**Normative Commitment:** The strength of a person's desire to continue working for an organization because he or she feels obligations from others to remain there. . Finally, normative commitment refers to employees' perceptions of their obligation to their organization. For instance, if an organization is loyal to the employee or has supported his/her educational efforts, the employee may report higher degrees of normative commitment.

### **Literature Review:**

With the growing importance of the subject under study, some literature covering Quality of Work Life and Organizational Commitment in Manufacturing sector have been produced by economists, researchers and practitioners. A plethora of western and Indian empirical investigations have explored one or more facets about Quality of Work Life and employees commitment and other factors affecting the Quality of Work Life and employees commitment which are summarized in the review related with this proposed work, are as under:-

Garg C.P. et al. (2012) conducted a study of “Quality of Work Life : An Overview” and concluded that QWL holds great significance and if it is undermined then it can affect the organization adversely. Therefore in order to become employer of choice as well as the best organization to work for every organization must provide a healthy Quality of Work Life to its employees. many factors like, changing demographics of the work force, Increasing expectation of the employees and greater stress level are posing major challenges to the organizations but if these issues handled strategically than organization can reap the desired benefits so maintain QWL is the need of hour. In another study Gershuny (2001) explored that good Quality of Work Life is the source of happiness and satisfaction. As the body and mind are correlated, poor Quality of Work Life leads to ill health and mental disturbance and even depression. This in turn can disable an individual from pursuing personal goals. Individual working for long hour and doing less exercise are more prone to mental and physical illness. Even if hours are reduced, health prospects do not return to the levels of those who have worked for shorter hours. The essence of Quality of Work Life is thus, moderation between work and leisure. Natarajan C. and Kiruthika V.(2013) revealed that there is no significant relationship among the acceptance level of the respondents belonging to different genders, age groups, educational status, monthly salary, length of service and company they belonging to towards factors contributing to Quality of Work Life of employees in select magnesite companies in Salem district. Gilgeous (1998) studied Quality of Work Life of manufacturing managers. A postal survey to manufacturing managers in five different industry sectors was conducted to ascertain how the managers perceived their Quality of Work Life. The questions asked focused on how motivated, rewarded, valued, empowered, career developed, satisfied with their job and their company the manufacturing managers considered themselves to be. Their views were found as contrasted with those expressed in the current literatures and it was therefore concluded that the manufacturing managers believe themselves to be adequately

valued, remunerated and motivated by their organizations. However, it was also found that the levels of esteem and job satisfaction, although satisfactory, could be improved through greater empowerment. Kumar Pradeep (1995) studied Quality of Work Life of selected Small Scale Industries units in Thiruvananthapuram district and found no significant difference in the favourable and unfavourable attitudes among the workers in respect of overall Quality of Work Life. However, he found some attitudinal difference in this respect among different groups when workers are classified based on industry, wage and skill. He concluded the work with the statement that the core of Quality of Work Life concept is the value of treating the worker as a human being.

Stephen, Dhanpal D. (2012) conducted study on “Quality of Work Life and its Impact on Job Satisfaction in Small Scale Industrial Units: Employees Perspectives” to determine the level and relationship between Quality of Work Life with job satisfaction related variables in Small scale industrial units. The study revealed the important Quality of Work Life factors and employees perception on variables in job satisfaction in three major cities of Tamilnadu. The study found out the influencing Quality of Work Life factors on job satisfaction. The level of perception of employees on Job satisfaction is higher in Coimbatore than in Chennai and Madurai cities.

Mathieu & Zajac (1990) found in the study that OC focuses on a bond linking individuals to the organization. Meyer & Allen (1997) conducted a research and found those employees in 6 out of 7 organizations demonstrate different forms of commitment. Some employees exhibit a strong belief in and acceptance of the new organization's goals and values. This group of employees also exerts considerable effort for the new organization, and exhibit a strong desire to maintain membership. Maxwell and Steele (2003) believed that the organization concerned on the look after employees' interest. It is clear, the higher the experience, the more positive the impact on the commitment. Further, an individual's experience with their co-workers had the impact on highly commitment to the organization. High level of organizational commitment provide a clear focus for human resource manager on the grounds that commitment is in itself good and positive that should lead to high level of work performance. Mathieu and Zajac (1990) concluded that age is considerably more strongly related to attitudinal than to behavioral commitment. They further study suggested that older workers are more satisfied with their job, receiving better positions and having 'cognitively satisfied' their remaining in the organization. Cognitively satisfy means satisfied to all what they get and they felt comfortable in the organization. The researcher also found that the number of year in position significantly positive related to attitudinal commitment, and length of service is significantly positively to behavioral commitment. Similar results were reported by Gregersen and Black (1992).

### **Objective:**

- To study the impact of Quality of Work Life on organizational commitment of employee in manufacturing sector.

**Hypotheses:**

- **H<sub>01</sub>** There is no significant relationship between quality of work life and Organizational Commitment among the employees of manufacturing sector.

**Research Methodology:**

**Research type:** Exploratory

**Sampling unit:** Employees of Manufacturing sector of Indore.

**Sample size:** 171 employees

**Sampling Technique:** Convenient

**Tool for data collection:**

Scale of QWL has been used for data collection which was developed by Dr. Santosh Dhar, Dr. Upinder Dhar and Dr. Rishu Roy. Reliability and Validity of the scale is 0.89 and 0.94 respectively.

Scale of OC has been used for data collection which was developed by Dr. Anukool M. Hyde and Rishu Roy (2006). Reliability and Validity of the scale is 0.89 and 0.94 respectively.

**Tool for data analysis:** The data was analyzed by using Karl Pearson's Coefficient of Correlation with the help of SPSS.

**Result and Discussion:**

As per the (see Annexure )  $R=.605$  which is significant at .01 level. This means that there is a positive correlation between quality of work life and organizational commitment. Therefore, H<sub>01</sub> (There is no significant relationship between quality of work life and Organizational Commitment among the employees of manufacturing sector) is not accepted. This indicates that employees with favorable quality of work life are more committed and maintain a long term relationship with their organizations as compared to those with unfavorable quality of work life. Ahmadi Freydon et al. (2012) investigated that the quality of working life and organizational commitment in Devices has been studied less than the average amount of time it was low organizational commitment. In fact meaningful and positive relationships between staff and the quality of working life, there are three dimensions of organizational commitment. Means that the quality of working life in the organization is better, even higher levels of organizational commitment is high too. Dousti M. et al.(2012) indicated that there is a significant relationship between qualities of work life with organizational commitment. The feeling, desire, happiness at work, belonging and independence of occupational status affected the quality of work life, and if these agencies and departments to increase the quality level, affective and normative commitment of employees to be more organized respectively. Tamini Bahman et al. (2011) found that significant positive correlation with affective commitment, continuance commitment, normative commitment, overall scores of organizational commitment and personal accomplishment but quality of work life had significant negative correlation with emotional exhaustion and depersonalization. Normala and Daud (2010) found that the quality of work life of employees is an important consideration for

employers interested in improving employees 'job satisfaction and commitment. *Kian-Sam Hong et al. (2010)* also investigated the differences in work life quality, work commitment, work stress and work satisfaction based on demographic variables and the relationships amongst the variables. Findings in this study showed that the respondents only had moderate work life quality. There were also moderate relationships between work life quality and work commitment, stress, and satisfaction but there were no differences in the quality of work life based on demographic variables. *Hoseini Mohamad et al. (2009)* explored the relationship between the quality of work life and the organizational commitment in employees of Esfahan Physical Education Organization. Showed a positive relationship between organizational commitment and quality of work life. *Gnanayudam J. and Ajantha Dharmasiri (2007)* found that QWL and HRDC play an important role in enhancing Organizational commitment of workers in the apparel industry of Sri Lanka. *Dex and smith (2002)* found that quality of work life policies are found to have a small positive impact on workers' commitment as 50 percent of employees had satisfied employees because of these policies. *Knox and Irving (1997)* in their meta-analysis of nurses indicated that autonomy with quality of work life. The quality of work life factors resulted in reduced work stress, organizational commitment, belongingness, positive communication ,autonomy, predictability of work activities ,fairness, locus of control, organizational decisions, education, professionalism, low role conflict, job performance feedback, opportunities for advancement and equitable pay levels. *Jai Prakash Sharma & Naval Bajpai (2010)* also identified in his study that in public and private banks of India; a significant difference is noticed between public sector and private sector organization. As expected, public sector employees have exhibited higher degree of organizational commitment as compared to private sector employees. *Louis (1998)* reported that QWL is strongly related to work commitment and sense of efficacy. *Razali (2004)* on professional engineers in Malaysia indicates that an individual's perception of quality of work life has a significant influence in explaining his organizational commitment, which may affect his turnover intention towards the organization.

### **Conclusion:**

As manufacturing sector is becoming increasingly important to the economies of developed nations, the organization affirm that their employees are the most valuable asset .if employees perceive an organization as offering a good quality of work in return for their contribution to an organization, then it is likely that employees will report higher levels of performance and commitment. Strong relationships and cohesiveness among employees in the workplace will improve their sense of commitments. QWL and OC are a multidimensional construct and is a product of the evaluation of one's work place. Employee commitment facilitates superior performance and also greater attraction and retention of the best employees, thereby enhancing the ability of the organization to deliver higher quality services. Quality of work life and organizational commitment are positively related. Quality of work life has shown a significant effect on organizational commitment. This indicates that employees with favorable quality of work life are more committed and maintain a long term relationship with their organizations as compared to those with unfavorable quality of work life.



**Limitations of the study:**

- The study was carried out with its own limitations in terms of time and resources, thus, there is a need to testify the results by undertaking similar research work on a larger sample in manufacturing sector. The number of respondents were 171, which may be small to represent the Manufacturing sector employees.
- The study was restricted to manufacturing sector of Indore Division only.
- The findings of the study are based on the information supplied by the respondents, which might have their own limitations. The responses received from respondents might be prejudiced. Possibility of hiding certain facts on the part of respondents could not be completely ruled out, although all possible effort has been made to elicit authentic information.

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#### **Annexure** **Descriptive Statistics**

	Mean	Std. Deviation	N
Quality of Work Life	154.10	27.317	171
Organizational Commitment	227.79	65.982	171

Table.1

#### **Correlations**

		Quality of Work Life	Organizational Commitment
Quality of Work Life	Pearson Correlation	1	.604**
	Sig. (2-tailed)		.000
	N	171	171
Organizational Commitment	Pearson Correlation	.604**	1
	Sig. (2-tailed)	.000	
	N	171	171

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

Table.2