

# INFLUENCE OF ORGANIZATIONAL CULTURE ON QUALITY OF WORK LIFE AMONG IT EMPLOYEES IN CHENNAI

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## **Abstract**

The correlation between organizational culture and quality of work life was identified and it is the primary objective of this study. Descriptive statistics i.e. mean and standard deviation was adopted to examine the data. Reliability coefficient was done through Chronbach Alpha for the measures of organizational culture and each of the five sub-scales of quality of work life. The findings of the study showed positive coefficient. This shows that 4 dimensions of organizational culture are correlated to higher quality of work life.

**Keyword:** Organizational culture, Quality of work life.

## **INTRODUCTION**

### **"Quality of Working Life" (QWL)**

The wider and broader work related experience that an individual acquires is referred to as "Quality of Working Life" (QWL). The level to which an individual has satisfaction or dissatisfaction in his/her job career is known as "Quality of Working Life" (QWL). High work life quality is seen among those who are satisfied or are happy with their job atmosphere. On the contrary, low work life quality is seen among those who are not satisfied or whose needs are not satisfied through job environment. A substitute to the control approach of supervising employees

is what is known as quality of work life. People are considered to be an asset than an expense in this control approach. This approach further believes that when employees are allowed to take active part in making decisions and work management, the possibility of better work performance gets higher.

“Quality of work life” believes that workers are the most essential resources of an organization and it is considered as an important factor to control stress and to manage stress. This approach lays importance on the effect of having positive attitude towards work to the employees. The employees have lower commitment towards work goals when their level of satisfaction is low and this ultimately has its impact on organisational performance. It is the responsibility of both the organization and also of the individual to manage stress in the organization.

Workplace culture is a very powerful force which is developed and passed on to the upcoming employees. QWL is a bonding force that keeps the organization together. The significance of corporate culture is highlighted by Peters and Waterman (1999). They stated that, culture is said to be an indispensable feature of the outstanding companies.

The main focus of this study was on IT professionals. Various researches disclose that the market demand in employment of this segment is faced with a huge level of challenge. A high-quality solution in HR is required to make the employees more industrious and contented in life (Rethinam & Ismail, 2008). A chief intention of the study is to recognize the relationship between organizational culture and quality of work life.

## REVIEW OF LITERATURE

The term “quality of working life” was brought in by Davis and his colleagues in the late 1960’s (Davis, 1977). Its measurable dimensions were first described by Walton (1975) and the first empirical investigation was carried out by Taylor (1978). Many researches have been done on QWL over the past 35 years.

Mullins (1999) defines organizational culture as the collection of traditions, values, beliefs, policies, and attitudes that constitute a pervasive context for everything one does and thinks in an organization. Aswathappa (2003:479) says that culture is a multifaceted concept which is inclusive of knowledge, belief, art, morals, law, custom, and other capabilities and habits got by a person in a society.

Harrison (1993) says that organizational culture is a view and outlook that generates a certain feeling about the organization. Quinn and Garth has categorized organizational culture into four divisions:

1. Consensus and participatory culture
2. Rational culture
3. Ideological culture
4. Hierarchical culture.

## METHOD AND MATERIALS

Mean and standard deviation were used to examine the data. Simple random sampling was adopted to collect data from it professionals of IT department in Chennai. Reliability coefficient was calculated using Chronbach Alpha for the measures of organizational culture (0.613) and all the five sub-scales of quality of work life (0.903). Pearson product moment correlations were

computed for each pair of variables. In order to identify the contribution of organizational culture as an antecedent and QWL, the hierarchical regression analysis was adopted.

## **ORGANIZATIONAL CULTURE**

Using the findings of the literature review, the questionnaire was framed and developed. Even results of previous research were adopted to frame certain measures. Cultural typology of Goffee and Jones's (1998) was used to measure organizational culture. A five-point interval scale was employed to measure each of the responses. The respondents were asked to indicate their responses ranging from 1 (strongly agree) to 5 (strongly disagree).

## **QUALITY OF WORKING LIFE**

Quality of working life was measured by five subscales chosen from a work-related quality of life scale (VanLaar, et.al., 2007) developed in the United Kingdom initially for healthcare workers. Unidimensional and multicimensional measure of this instrument makes it to be used for this study.

1. The Job and Career Satisfaction (JCS) scale contained six items. An item example is “I am satisfied with the career opportunities available for me here.”
2. Working Conditions scale (WCS) contained only two items. An item example is “The working conditions are satisfactory.”
3. Control at Work (CAW) scale had three items in it. An item example is “I am involved in decisions that affect me in my own area of work.”
4. Home-Work Interface (HWI) scale included two items. An item example is “My current working hours suit my personal circumstances.”

5. General Well-Being (GWB) scale consists of six items. An item example is “Generally things work out well for me.”

Respondents rated all the items on a five point scale ranging from (1) Strongly Disagree to (5) Strongly Agree.

## ANALYSIS

### Model Summary (b)

Model	R	R Square	Adjusted R Square	F	Sig.
1	.698(a)	.487	.483	135.418	.000(a)

a Predictors: (Constant), Fragmented culture, Networked culture, Mercenary culture, Communal culture

b Dependent Variable: MeanQWL

### Coefficients (a)

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.195	.108		11.108	.000
Fragmented culture,	.151	.028	.214	5.435	.000
Networked culture	.272	.022	.492	12.238	.000
Mercenary culture	.047	.018	.078	2.576	.010
Communal culture	.112	.020	.169	5.511	.000

a Dependent Variable: MeanQWL

It is deduced from the Model Summary table. This table provides the Multiple Correlation ( $R = .698$ ), the Multiple Correlation squared ( $R^2 = .487$ ) and the adjusted Multiple Correlation squared ( $adj.R^2 = .483$ ). The multiple correlations refer to the combined correlation of each predictor with the outcome. The multiple correlations squared represent the amount of variance in the outcome which is accounted for by the predictors; here, 48.7% of the variance in quality of work life is

accounted for by Fragmented culture, Networked culture, Mercenary culture and Communal culture. However, the multiple correlation squared is a bit pessimistic, and therefore, the adjusted  $R^2$  is less appropriate. The summary table, indicates that our model's  $R^2$  is significantly different from zero,  $F = 135.418$ ,  $p < 0.000$ .

It is deduced from the coefficients table. This table provides the regression analysis that all the four independent variables taken for the study influence Quality of work life. The coefficient is positive which indicates that 4 Antecedents are related to higher quality of work life. This would seem to indicate that the percentage of quality of work life is influenced by Fragmented culture, Networked culture, Mercenary culture and Communal culture.

## CONCLUSION

The study was done to identify the correlation between organizational culture and QWL. The findings exposed positive coefficient. This reveals that the 4 dimensions of organizational culture and higher quality of work life are closely associated. Further this disclosed the fact that the quality of work life is influenced by Fragmented culture, Networked culture, Mercenary culture and Communal culture.

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