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Quality of Work-life Among Groups with Different Work Schedules

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ABSTRACT: Globalization in the early 21st century has redefined many things including the Quality of Work Life. Work has become an indispensable part of everyday life for males and females, in which they spend more than one third of their life at their work place. India has become an entirely new workforce, working in different environment, in different time zones. The research was on quality of work life among groups with different schedules. The aim of the study is to measure the Quality of Work Life between the male and female employees working in rotating shifts and fixed shift Work Schedules. Samples consisted of Executives and Managers, from IT and ITES industry working in rotating Shifts and fixed shift work schedule .Total Sample data collected was 72.The tool used for the study was the Quality of Work Life scale by Santosh Dhar and Upinder Dhar. The research design used was 2x2 factorial design. After careful examination of the mean and standard deviation obtained by the four classified groups have revealed some groups have reported better quality of work life than others. The group of females working in fixed shift had a mean score of 104.38 (SD=30.01) .The group of males working in fixed shifts exhibited much better quality of work life. The group mean score is 118 (SD=37.43). The results indicate that with regards to quality of work life the two classified groups failed to differ significantly from each other. The interaction among the two is also non-significant (F=0.11, df=1 and 68, P<0.05) thus none of the hypothesis related to quality of work life could get supporting evidence in the study

The Conclusion drawn on the basis of the result was that the groups of employees did not differ in their perception of QWL as the company has taken many initiatives and aligned HR Policies to provide employees with good Quality of Work life.

KEYWORDS: Quality of Work-life, Different work schedules

I. INTRODUCTION

The concept of "Quality of Work Life" evolved in the late 19th century. The first study of its kind was done in Hawthorne Western Electric's plant by famous sociologist Elton Mayo, in 1933. This study highlighted the importance of environmental factors on plant workers' performance. This study highlighted the importance of environmental factors on plant workers' performance. The results tempered the Taylorian performance of "Scientific management theory" applied until then (Mayo, 1960). This led to the paradigm shift that, money was not the only motivator, where as other environmental factors also play a significant role in influencing the employee productivity. Quality is generally defined as "the degree of excellence of something". ISO 8402-1986 standard defines quality as "the totality of features and characteristics of a product or service that bears its ability to satisfy stated or implied needs". The concept of quality is not only applied to all goods and services created by human beings, but also for workplace where the employees are employed.

Heskett, Sasser and Schlesinger (1997) defined QWL as the feelings that employees have towards their jobs, colleagues and organizations that ignite a chain leading to the organizations' growth and profitability. A good feeling towards their job means the employees feel happy doing work which will lead to a productive work environment.

Quality in the workplace comes from understanding the needs of all the internal and external customers, and then fully meeting it to the satisfaction. It is fulfilling of the need in the now and also into the future and doing it with

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continual improvement in efficiency and effectiveness. Quality of work life refers to favourableness of a total job environment of the people. The basic purpose is to develop jobs and working conditions that are excellent for people as well as for the economic health of the organization. QWL provides a more humanized and balanced work environment. Moreover with respect to Quality of work life Balance the employee is empowered to better manage various aspects of Social, Family and Personal life. It attempts to serve the higher-order needs of workers as well as their more basic needs. It seeks to employ to the higher skills of workers and to provide an environment that encourages improving their skills with a balance to personal aspirations.

The factors that influence and decide the Quality of work life are: Stability of tenure, Environment, Opportunities, Nature of Job, People, Stress Level, Career Prospects, Challenges, Growth and Development and Risk Involved and Reward .At the end we can say that a happy and healthy employee will give better turnover, make good decisions and positively contribute to the organizational goal.

A work schedule, often called a rota or roster, is a list of employees, and associated information e.g. location, working times, responsibilities for a given time period e.g. week, month or sports season. ... In shift work, a schedule usually employs a recurring shift plan.

Employees demand more freedom at the workplace, especially in scheduling their work .Among the alternative work schedules capable of enhancing in scheduling their work. -life balance, role overload and other indicators of well-being are examined for differences across shifts. Working 9 to 5 may be what many consider a normal full-time job. However, in an economy that often demands 24/7 activity, shift work remains common. Working in shifts can have negative health effects, and complicate the scheduling of family activities (Halpern 2005, Levin-Epstein 2006, Rosa and Colligan 1997, Costa 2003, Shields 2002). Additionally, because shift work is rarely restricted to weekdays, finding child care on weekends or making plans for holidays and social activities can be difficult. Conversely, for some, working shifts may reduce the need for child care and may ensure that a parent is available to get children ready for school in the morning, greet children after school or provide elder care-thereby reducing work-life conflict (Marshall 1998).

II. RELATED WORK

Quality of Work Life Balance: Quality of work life (QWL) is a philosophy, a set of principles, which holds that people are the most important resource in the organization as they are trustworthy, responsible and capable of making valuable contribution and they should be treated with dignity and respect (Straw and Heckscher 1984). QWL encompasses mode of wages payment, working conditions, working time, health hazards issue, financial and non-financial benefits and management behaviour towards employees. (Islam and Siengthai 2009). According to Gadon (1984), QWL programs have two objectives: (a) to enhance productivity and (b) to increase the satisfaction of employees. QWL has become one of the most important issues these days in every organization. Employees are the force that is behind every successful organization. No organization can become successful with technology only because for the use of technology also, organizations need to have strong work force. Quality of Work Life was the term actually introduced in the late 1960's since then the term is gaining more and more importance everywhere, at every work place.

Work Schedules: An employee's work schedule includes the days and times that he or she is expected to be working. In most cases, this will be a set number of days and hours. Different work schedules may include, Flexi Time: A system of flexible working hours, Staggered hours: Here groups of employees begin and end work at different intervals, Compressed workweek: It involves more hours of week per day for fewer days per week, Rotating Shifts: The shift is 24x7 and keeps rotating every 7 hours, Fixed shifts: The shift timing stays fixed the same reporting and end time which could create difficulties for employees to balance work and life issues.

So studying the different work schedules will help us understand how it impacts an employees' Quality of work life.

Life is a bundle that contains all the strands together and hence the need to balance work life with other related issues. The present era is an era of knowledge workers and the society in which we are living has come, to be known as a knowledge society. The intellectual pursuits have taken precedence over the physical efforts and with increasing

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global demands; there is no end to working schedules.' Some knowledge workers work for more than 60 hours a week. There is 24x7 shifts and this may impact the quality of work life and disturb the balance in an employee's life. F.W. Taylor's scientific management principles created awareness regarding human resources, who were earlier considered as mere instruments of production, ready to work from dawn to dusk under whatever conditions and being motivated by the lure of money. From then, till today continuous research and experiments have been undertaken to understand human beings at work and the ways to improve their job satisfaction balance with the aim of the organizations to combine better productivity with job and employee satisfaction. In order to achieve this twin objective, twin objectives, different approaches have been developed and applied.

III. METHODOLOGY

The present study uses the 2x2 factorial design as the two independent variables were varied into two levels. Work schedule is varied as fixed shift and rotating shift. Gender, male and female. The study aims to measure the difference of quality of work life among employees in rotating shifts and fixed shifts along with the impact of QWL due to shifts among male and female.

IV. AIM OF STUDY

To measure the quality of work life between different group of employees working in rotating and fixed work schedules.

To measure the quality of work life among male and female employees working in different work schedules.

To investigate the interaction between gender and work schedule of employees with respect to quality of work life.

V. HYPOTHESIS

Employees with Fixed shift work schedule have a better Quality of work life as compared to employees with Rotating shift work schedule.

Male employees have significantly better Quality of work life as compared to female employees.

The Interaction of Gender and work schedule of employees have a significant effect on the quality of work life.

VI. TOOLS USED

Quality of work life Scale: This Questionnaire was constructed by Upinder and Santosh Dhar. The scale has 45 statement items on a likert scale, 1 being the lowest and 5 being the highest. The reliability of the scale was determined by split –half method. The reliability was found to be 0.89. The validity indicated 0.94.

Work schedule: An online Survey form was question with information request for kind of shifts, years of experience, industry and gender.

VII. EXPERIMENTAL RESULTS

Main effect A represents factor of shifts (work schedule) which is varied at two levels, Rotating shifts and fixed shifts. It is expected that the subject engaged in the two types of shifts differ significantly on quality of work life. However, Main effect A brought out non- significant results ($F=0.06$, $df=1$ and 68 , $p<0.05$) it indicates that with regards to quality of work life the two classified groups failed to differ significantly from each other.

The second group which was treated as independent variable was the factor of Gender, it is represented by Main effect B. It was assumed that males and females differ significantly from each other with respect to quality of work life. However results of the study failed to support the assumptions. Main effect B brought out an F value 2.27, $df=1$ and 68 which is smaller than the significant level required at 0.05 level.

Interaction AxB is also non-significant ($F=0.11$, $df=1$ and 68 , $P<0.05$) thus none of the hypothesis related to quality of work life could get supporting evidence in the study.

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Table 4.1 Summary of two way ANOVA (Quality of work life)

Source of Variation	SS	Df	MS	F
A:Work Schedule	60.50	1	60.50	0.06
B:Gender	2156.06	1	2156.06	2.27
AXB	1112.4	1	112.4	0.11
Wss	64,468	68	948.07	
Total	66797.94			

VIII. DISCUSSION

There was no significant difference between the Quality of work life in rotating and fixed shifts as the employees hired agreed to accept the offer with complete understanding of the shifts. They were mentally prepared to join for flexible shifts. They adapted to different work schedules as part of job requirement and managed personal schedule as per the roster. Moreover, the company followed a scientific way of rostering to ensure minimum impact on employees' biological clock.

Though there is a difference between male and female quality of work life, the results are not significant. As women agree to take up the job with consensus of the family, most arrangements are made to support her. Additionally, the company provides various facilities like concierge to support the employees for paying utility bills etc.

Since the hypothesis is not supported by the result, there is no interaction between the gender and the work schedule. Also, most of the samples are taken from globally reputed IT and ITES companies the employees enjoy world class facilities and employee friendly HR policies so that quality of work life is not impacted with different work schedules. Female employees are provided with additional facilities of maternity and safety of travel during night shifts.

IX. LIMITATIONS OF STUDY

In this study, the results may not represent the whole sample population, as convenient sampling and a relatively small sample size have been employed.

The ratio of male and female respondents in this study may not reflect the definite male and female participation in the IT & ITES companies.

Most of the questionnaires were filled by participants through the online link which had complete instructions but face to face administration was not possible for all samples.

X. CONCLUSION

Results are discussed accordingly after treating with Two-Way Analysis of Variance. Mean and standard deviation were computed on the scores and for more accurate results two way analysis of Variance (ANOVA) was computed. The results of the present study show that QWL of both employees is more or less the same. Even the interaction between the gender and work schedule was found to be non significant.

The IT and ITES Companies are providing similar kind of Employee assistance program, HR Policies and facilities to employees with no discrimination. Hence QWL of employees is not influenced by work schedule or Gender.

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