

Impact Of Quality Work Life On Employee Commitment: Mediating Role Of Job Satisfaction In Start-Ups, Hyderabad

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Abstract:

Every organization wants to enhance productivity of employees by improving their work performance. In this regard quality work life (QWL) has become of paramount importance for the smooth functioning of an organization. The present research study, attempts to assess the impact of QWL on employee commitment towards startups. The data was collected from a sample of 240 Startup employees, selected by using simple random sampling technique. Data was analysed by using JAMOVI software. Quality Work life includes various dimensions, but the present study considered few determinants and the results of those determinants showed that leadership, motivation, and work environment have the significant and positive impact on employee commitment. Results also reveal that there is a significant relation between leadership, motivation, and work environment on job satisfaction, but that job satisfaction didn't act as a mediator between the predictors and outcome variable. The study also discusses its various implications for the concerned startups, viz. improving overall work performance of its employees by adopting various measures to improve their QWL which leads to employee commitment.

Key words: Quality Work life, work environment, Leadership Motivation, Compensation Rewards, job satisfaction, Employee commitment

I. Introduction:

The growth and success of any organisation rely on its employees' skills, knowledge and the degree of their loyalty. These all are essential in today's competitive work environment and to cope with the technological changes that affect both job opportunities and the need to retain competent employees. Levering (1988) confirmed that the success of organisations and also the accomplishment of goals cannot happen at the expense of employees, which the fore most important way to create a different work environment is for organisations to focus on constantly improving the quality of life at work within their social and technical environments to ensure compatibility and success.

The quality of working life refers to "an individual's perception and attitudes towards his work and the overall work environment"; in simple terms, the quality working life can be defined as an individual employee's satisfaction with his job as well as with the overall work environment in the organisation. The quality work life promotes

industrial democracy and increases the possibilities of organisation's survival. So, management must put their effort to create a quality work life that contributes to the organisation's success in achieving its goals.

II. Literature Review:

Quality Work Life is a multidimensional construct that covers the physical, social, psychological, and environmental dimensions of an employee. Various dimensions have been proposed by researchers to measure Quality Work Life. Dr Daniel (2019), Concluded that the factors affect the quality work life such as working conditions, interpersonal relations, compensation and job satisfaction. Employees are the main pillars for the growth and sustainability of the organization. Hence, it is very important to the organization to satisfy the employee's needs. Quality Work Life determined by so many dimensions. Present study concentrated on Leadership, Motivation, compensation, rewards, work environment and job satisfaction.

Tanana (2015), examined the relation between quality work life, organizational performance and the mediating role of employee commitment. The study concluded that better quality work life plays a significant role to attract and retain efficient employees and can lead to enhance the quality of service in the organization. Results also revealed that employee commitment plays a partial and significant mediator between quality work life and organizational performance. According to Greenhaus and Powell (2006) work life balance also important to increase job satisfaction and it is included in QWL. Work life balance divided (WLB) into three components, namely, balancing of Time, involvement balance and satisfaction balance. WLB practices increase employee morale, increase their focus on the work, job satisfaction, and reduce the stress levels, conflicts between employee and employer and absenteeism in the organization.

Prem Singh Khetavath (2015) conducted research on Indian private sector employees and identified the attributes that are affecting the work life balance of the employees. The results showed that employee attachment and commitment, growth feeling, work state and complexity, future prospects, organizational and interpersonal associations have a significant effect on Work Life Balance of the employees. Shweta Pandey & M. S Khan in their study (2016) concluded that Organizations that have better QWL of employees can increase the retention rate of employees. Their research concentrated and supported the association between QWL, employee performance and career growth opportunities. Employees' participation in decision making has the significant impact on retention, increase competitive advantage and enhance performance at work. Participation can help employees' QWL when they possess control over their workload, receive social support from their peers and supervisors, receive fair rewards for their contributions and are treated with respect. Within the organization, this practice of involvement in decision making is essential for the effective integration, and capacity optimization. When employees get support from their organization their commitment is engendered (Steers, 1977).

There are eight major conceptual categories that sling to QWL, according to Walton's (1975) article: adequate and fair compensation; safe and healthy working conditions; immediate opportunity to establish human capacities; opportunity for continued growth and security; social integration in the workplace, work and total life space, and social relevance of work life.

A healthy work environment (WE) is one in which the workplace takes a planned and comprehensive

approach to providing physical, cultural, and psychological work circumstances that promote employee health, safety, and well-being (Grimes & Robert, 2010). They contribute to improved motivation, productivity, and performance in both individuals and organisations, as well as support for excellent patient care best practises. Employee satisfaction with WE, according to Lee and Harrison (2000), can be used to determine their perceived QWL. Previous study on WE and QWL suggests that a healthy WE and QWL have a strong and beneficial link (Sirgy, Efraty, Siegel & Lee, 2001).

Employee commitment refers to the psychological relationship that exists between employees and their employers (Malone, Raja & Issa, 2013). Employee engagement, dedication, and organisational justice all have a positive relationship, according to Scott (2010). Salary and earnings, on the other hand, have a minor impact on employee work satisfaction and commitment, according to Al-Zoubi (2012) sEmployee commitment is important because high levels of commitment contribute to a number of positive organisational outcomes. It displays an employee's level of dedication to both personal and organisational goals. The study was conducted by Mehdi Rahimi et al (2015), and the findings revealed that Quality of Work Life has a substantial relationship with employee commitment to the job and the firm. Vanishree.B and others (2017), According to the existing literature, QWL is a multifaceted component that includes job satisfaction, acceptable pay, work environment, organisational culture, and other aspects that influence employee performance, productivity, absenteeism, and retention. Employee commitment may be influenced by these human variables.

Chandranshu (2012) expanded on Walton's (1975) work and created twelve QWL components, including career growth and development, employee commitment to the organisation, communication, flexible work arrangements, emotional supervisory support, responsive family culture, motivation, good organisational climate, organisational support, rewards & benefits, compensation, and on-the-job satisfaction.

III. Research Methodology:

The current research was conducted at start-ups which are located in Hyderabad. This study has examine the impact of quality work life on employee commitment in start-up's and to what extent job satisfaction act as a mediator between these variables. Variables were determined based on the comprehensive literature review and the

following figure 1 explain the conceptual framework.

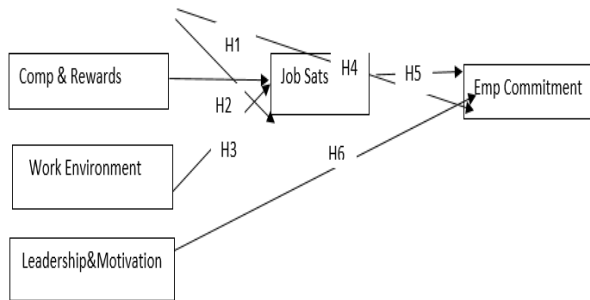


Figure 1: Conceptual Framework

The following hypotheses are formulated based on data from previous studies:

- H1: Leadership&Motivation have positive impact on job satisfaction in startups
- H2: Compensation & Rewards have positive impact on job satisfaction in startups
- H3: Work Environment has positive impact on job satisfaction in startups
- H4: Leadership&Motivation have significant effect on employee commitment in startups.
- H5: Compensation & Rewards have significant effect on employee commitment in startups
- H6: Work Environment has significant effect on employee commitment in startups
- H7: Job satisfaction acts as a mediator between predictors and outcome variable.

Research Methods

Data for this study was obtained from the employees who are working for Startups, Hyderabad. The sample for the study was chosen using Simple random sampling. The research instrument for this study was a Structured Questionnaire. The questionnaire had two sections, i.e. (1) respondents’ demographic characteristics and (2) key variables used in the study, the instrument was scaled on a 5-point Likert’s scale for items measuring the key research variables. The major research variables were culled from the literature, with questions assessing these variables altered and reworked from previous publications to meet the study's setting. Out of the distributed questionnaires, 265 questionnaires were retrieved, only 240 of them were useful for the study. JAMOVI software was used to analyse the collected data.

IV. Results and Discussions
Demographic characteristics of the sample

As represented in Table 1, 68.7% of the respondents were male and 31.3% of respondents were female. This indicates that male gender are more in startups than female. The Maximum

respondents were developers and their percentage was 30%. The demographic characteristics indicate that 32.3% of the respondents were having 6 to 10 years of experience and 30.2% of the respondents were having less than 5 years of experience.

Table 1 Demographic Characteristics of Respondents

Item	Frequency	Percentage
Gender		
Male	165	68.7
Female	75	31.3
Total	240	100%
Designation		
Developer	72	30
Software Engineer	60	25
Product Engineer	60	25
Project Engineer	48	20
Total	240	100%
Years of Experience		
0 – 5 years	72	30.2
6 – 10 years	77	32.3
11 – 15 years	54	22.4
16 – 20 years	15	6.1
21 years & Above	22	9
Total	240	100%

Table I: Descriptive Statistics

Correlation Matrix

	M	SD	lead&mot	comp&rew	jobsats	empcommit
workenvironment	4.15 (.922)	.934				
lead&mot	4.11 0.861	.785 ***	(.811)			
comp&rew	4.16 0.734	.902 ***	0.861 ***	(.893)		
jobsats	4.15 0.835	.847 ***	0.888 ***	0.782 ***	(.925)	
empcommit	4.30 0.811	.716 ***	0.906 ***	0.835 ***	0.869 ***	(.893)

Reliability analysis was done to measure the reliability of the constructs in the study and the cronbach alpha values are over .85 i.e., more than the value of .7 which is in acceptable limit. To know the strength of the relationship between the study variables Correlation analysis has done. Leadership & motivation have the highest positive significant relation with the employee commitment i.e., 90.6% at .001 level of significance. It indicates that effective leadership makes the employees committed towards job and organization and other variables (work environment (81%), compensation (83.5%), rewards and job satisfaction (87%)) also have significant relationship with the outcome variable i.e., employee commitment..

Mediation Model:

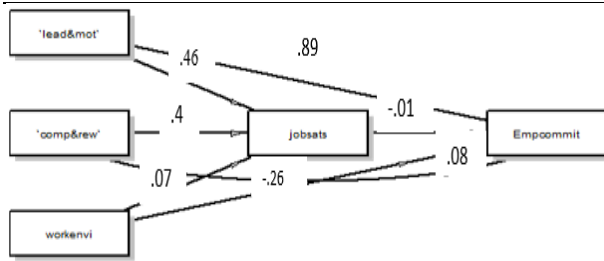


Figure 2: Path Coefficients between Predictor, Mediator and Outcome variable.

The path coefficient (figure 2) explains the mediation effect between predictor and outcome variable. Here, leadership&mot, comp&rew, workenvi are the predictors, Jobsatisfaction is the mediator and Empcommit is the outcome variable. From the above figure there is no indirect effect between the predictors and outcome variable but significant direct effect is there. This indicates that there is no mediation between predictor and outcome variables.

Multiple Regression Analysis

Model Fit Measures

Model	R	R ²
1	0.943	0.888

Model Coefficients – Empcommit

Predictor	Estimate	SE	t	P
Intercept	1.3738	0.0874	15.722	<.001
jobsats	-0.0120	0.0449	-0.267	0.789
lead&mot	0.9039	0.0580	15.581	<.001
comp&rew	0.0936	0.0414	2.261	0.025
workenvi	-0.2622	0.0446	-5.873	<.001

Mediation

Regressions Results

Total effects predicting: Empcommit

Names	Effect	Estimate	SE	Lower	Upper	β	df	t	P
lead&mot	lead&mot	0.8983	0.0539	0.7920	1.005	1.172	21	16.66	<.001
comp&rew	comp&rew	0.0887	0.0371	0.0157	0.162	0.100	21	2.40	0.017
Workenvi	workenvi	-0.2631	0.0444	-0.3507	-0.176	-0.352	21	-5.93	<.001

Mediator Model

Dependent variable: jobsats

Names	Effect	Estimate	SE	Lower	Upper	β	df	t	p
lead&mot	lead&mot	0.4695	0.0827	0.3064	0.633	0.4954	21	5.68	<.001
comp&rew	comp&rew	0.4087	0.0568	0.2967	0.521	0.3739	21	7.19	<.001
Workenvi	workenvi	0.0784	0.0681	-0.0559	0.213	0.0849	21	1.15	0.251

Full model predicting Empcommit

Names	Effect	Estimate	SE	Lower	Upper	B	df	t	p
Jobsats	jobsats	-0.0120	0.0449	-0.1005	0.0765	-0.0148	211	-0.267	0.789
lead&mot	lead&mot	0.9039	0.0580	0.7896	1.0183	1.1792	211	15.581	<.001
comp&rew	comp&rew	0.0936	0.0414	0.0120	0.1753	0.1059	211	2.261	0.025
workenvi	workenvi	-0.2622	0.0446	-0.3502	-0.1742	-0.3512	211	-5.873	<.001

V. Findings and Conclusion

The significance of this study was to identify the impact of Quality work life on employee commitment towards their job as well as organization. Multiple regression analysis was used to know the relationship between lead&mot, comp&rew, workenvi, jobsats and empcommitment. The results indicated that leadership, motivation, and good work environment with its standardized beta coefficients ($\beta = 1.17$; $p < .001$) ($\beta = -.35$; $p < .001$) have a direct effect on employee commitment towards their job in start-ups. There was no significant relation between comp&rew and employee commitment so H5 accepted. Based on the mediation analysis it was clearly indicated that there was no indirect effect between predictors and the outcome variable. The results revealed that effective leadership, motivate the employees to participate in decision making, work-life balance measures, work environment like encourage innovation and healthy interpersonal relationship enhance the employee commitment in start-ups.

VI. Limitations & Implications for Future Research

The study was not conducted without limitations. This study concentrated only on the startups located in Hyderabad. Therefore, the results of this study may not be generalized to all types of organizations that have different dimensions which might affect employees' perceptions towards QWL and Employee Commitment. The results of this study may help the startups to provide quality work life to the employees which will be helpful to enhance

their commitment level. Future researchers could widen the scope of this study by including employees from other industries, perform a comparative study across different industries and include other determinants also in QWL which leads to increase commitment levels of employees.

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