

QUALITY OF WORK LIFE AS A PREDICTOR OF ORGANIZATIONAL COMMITMENT: A STUDY WITH SPECIAL REFERENCE TO TRAVEL INDUSTRY IN NATIONAL CAPITAL REGION

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Abstract : This paper is an attempt to study the quality of work life factors and its impact on the organizational commitment of employees of travel industry in national capital region. Survey method was used to collect the data and based on the data collected the findings of the study were proposed. The major findings of the study suggested that there is a strong positive relationship between quality of work life and organizational commitment amongst the employees of travel industry. Practical implications are offered along with the limitations and suggestions for future research.

IndexTerms - Quality of Work Life, Organizational Commitment

I. INTRODUCTION

In recent years, the travel industry in India has undergone various drastic changes which include entry of new competitors, starting with new product and service lines related to travel and customization of services. Although these changes have created more opportunities leading to employment generation and requirement of more competitive workforce the role played by each and every employee is becoming more challenging and demanding.

Quality of Work Life is not limited to improve life at work, but also life outside work. It is nothing but having friendly work environment means implementing procedures or policies that make the work less routine and more rewarding for the employee. Many opportunities were created over a period of time in the corporate world, each offering a more conducive work environment to the employee than the last. Though QWL has always been of prime importance, however during 60's researchers have realized its significance and came up with the importance of the concept (Lawler and Porter, 1966). They emphasized on the importance of understanding and working upon the factors influencing quality of work life and identify its impact on employees organizational commitment. Since then continuous research work is being done on the concept and the organizations are trying to understand the importance and determinants of quality of work life which leads to higher organizational commitment.

The studies conducted on the relationship between quality of work life and organizational commitment in Travel industry in India has been very limited. Empirical research in the area of quality of work life especially amongst the employees of Travel industry is very scarce. Till date, there has been very little literature available in the area of travel industry related to quality of work life. In an industry like this quality of work life has several dimensions. Most important of these are; growth and development, participation and involvement, compensation and benefits, relationships and physical work environment. The purpose of the study is to fill this vacuum that presently exists in the area of quality of work life research in the Travel industry. The study intended to identify the factors affecting quality of work life and find out the perception of employees of travel industry towards quality of work life and its relationship with organizational commitment. The specific objectives of the study include;

1. To measure the quality of work life level amongst employees of travel industry
2. to measure the organizational commitment level amongst employees of travel industry
3. To measure the relationship between quality of work life and organizational commitment amongst the employees of travel industry.

II. Review of Literature

2.1 Quality of Work Life

There has been a lot of literature available on the factors of quality of work life. Lot of attempts has been made to empirically define the concept of quality of work life. The concept of quality of work life was highlighted in the work of three researchers namely; Walton (1975), Taylor (1978) and Levine (1984). Many other researchers have explored and measured quality of work life

in different organizational settings. However the studies have defined quality of work life in numerous ways but till date there have been no commonly accepted definition of quality of work life.

Van & Martins (2013) explained QWL as a phenomenon which is measured through the feeling of employees towards their work, company and colleagues and that would enhance the growth and profitability of the organization. This suggests that work is the most integral part of an individual's life and they identify themselves and others in terms of what tasks they perform, which makes quality of work life an important factor in general (Yadav & Rangnekar, 2016).

Walton (1974) studied quality of work life and proposed its conceptual framework. He identified eight dimensions of quality of work life which includes; adequate and fair compensation; safe and health environment; development of human capacities; growth and security; social integrative constitutionalism; the total life space and social relevance. Other factors that leads to quality of work life as stated by various researchers through their research include fair compensation, job security, supervisor relationships, social environment, job autonomy, physical health, work family interface, recognition, career satisfaction, psychological environment, and nature of work. (Shan et al., 2016, Swathi & Reddy, 2016).

The various cross nation studies demonstrate that improving quality of work life has a direct implication on improvement in productivity and overall organizational effectiveness and it also lead to reduction in grievances, turnover and absenteeism. It is identified that companies implementing quality of work life programs and supportive working environments have an advantage when it comes to hiring and retaining best of people from the industry (Yedidia, 2016). This was further supported by Parveen et al. (2017), who stated that better work environments leads to high organizational commitment, which in turn reduces the intention of employees to resign from the organization. Besides employees, employers who are committed towards organizational operations and practices quality of work life programs are seen contributing better towards business performance. Organizations that were listed as the 'best organizations to work for' by economic times, have been found with employees having high quality of work life which leads the organization to higher productivity (Parveen et al., 2017). In order to improve quality of work life in the organization Nayak & Joshi (2017) suggested various instruments like training, education, participative decision making, effective communication and appreciation.

In summary, the literature on quality of work life and its factors suggest that there have been several studies on the concept and its dimensions which vary significantly across countries and industries.

2.2 Quality of Work Life and Organizational Commitment

Organizational Commitment is an imperative factor for the organizations to achieve as various studies have proved that committed employees are assets for the organization and helps the organization to grow and expand Schaufeli (2015). In this regard Farid et. al (2015) conducted a study which was aimed at investigating the extent of relationship between quality of work life and organizational commitment amongst the academic staff the result of the study identified that there is a high significant relationship between quality of work life and organizational commitment. The study also came out with some of the human resource development strategies that can be implemented to improve the quality of work life of employees in the university.

Newman et. al. (2014) found in his study that employees high on self efficacy, optimism, and high in hope are motivated to perform better and show a high organizational commitment towards the company.

Schaufeli (2015) added that every organization is expected to identify the favorable and good working environment and jobs which can be achieved through commitment towards quality of work life; the active participation of people is also required throughout the organization during the process. Active participation of employees is seen as the key ingredient in the growth of any organization. Organizations therefore are expected to treat their employees in ways that would raise their loyalty and organizational commitment.

The concept of organizational commitment as suggested by Allen and Meyer (1990) includes three distinct dimensions: affective, continuance and normative. The affective commitment includes employees who are emotionally connected with the organization and finds themselves involved in the work and enjoys their job roles. Such employee's remains attached with the organization for a longer time period. The continuance commitment includes employees who understand the cost of leaving the organization and therefore they remain with the organization because they understand the importance of continuing their job and feel the need to do so. The normative dimension includes the employees who have a feeling of loyalty towards the organization which results from the internalization of normative pressures which are put on the individual.

The present study studies quality of work life as an important organizational strategy and includes factors of QWL as; adequate and fair compensation, working conditions, supervisory support, interpersonal relationships, company polices, job content, variety of job, recognition, control or autonomy, and career development and growth. Good experience at work inculcates feeling of commitment towards the organization. Thus, it is assumed in the study that quality of work life has a strong relationship with organizational commitment.

III. Research Methodology

3.1 Research Design: The research design used in the study is quantitative method and examines the relationship between adequate and fair compensation, working conditions, supervisory support, interpersonal relationships, company policies, job content, variety of job, recognition, control or autonomy, and career development and growth and Organizational Commitment. Survey approach will be used to collect the data from the employees of three online travel organizations which include; Makemytrip, Yatra, and Cleartrip.

3.2 Sampling Method and Population: Random Sampling method will be used to identify the respondents for the study. The target respondents are employees of three travel organizations which are Makemytrip, Yatra and Cleartrip which have a total of 4828 employees and the sample size derived for the study is 346. The questionnaire was distributed to 450 employees however the researcher found only 305 questionnaires to be complete and valid for use for the study.

3.3 Research Instrument: The instrument used to collect the data for the study was questionnaire. Questionnaire included three sections the first section included demographic profile of the respondents. The second section included quality of work life factors which had 28 items and the respondents were asked to indicate their agreement and disagreement level with each item. The third section included the questions to measure organizational commitment. Affective, normative and continuance commitment was measured using 20 items questionnaire where respondents were asked to indicate their agreement or disagreement level against each item.

3.4 Data Analysis Tools: The data was analyzed using the following tools:

1. Analysis of Variance (ANOVA)
2. Pearsons Correlation Analysis
3. Regression Analysis

IV. Results of the study

4.1 DEMOGRAPHIC PROFILE OF THE RESPONDENTS

It is important to know the demographic profile of the respondents in any study as it has a strong impact on the result. The majority of respondents in the present study were male (65%) and 35% were females. The majority of the respondents were found to be in the category of 26-30 years of age (53%) followed by 31-35 years age group (27%). Majority of the respondents were married (70%) and 30% respondents were unmarried. Amongst the respondents majority held the graduation degree (56%) followed by respondents with post graduation degree (40%). The respondents. In terms of the total number of experience in the present organization close to half of the respondents were found to be new and were associated with the organization from less than 2 years (54%). Followed by those in the category of 3-5 years (31%) while 15% respondents were associated with the organization from last 6-10 years.

4.2 QUALITY OF WORK LIFE FACTORS AND ORGANIZATIONAL COMMITMENT DIMENSIONS

In order to understand the variables of quality of work life and organizational commitment the descriptive statistics were obtained. The mean and standard deviations for all independent and dependent factors were ascertained.

The mean of Organizational Commitment factors were found to be 4.19 for normative commitment which was found to be highest, followed by 3.93 for continuance commitment and 3.80 for affective commitment level.

The regression analyses of quality of work life factors on the three dimensions of organizational commitment is displayed in table 1. The factors of quality of work life was found to have positive relationship with affective, continuance and normative commitment.

Table 1 Multiple Regression Analysis for Quality of Work Life Factors and Organizational Commitment

Quality of Work Life Factors	Affective Commitment (AC)	Continuance Commitment (CC)	Normative Commitment (NC)
Adequate and Fair Compensation	0.034	0.134**	0.198**
Working Conditions	0.173**	0.10	-0.011

Supervisory Support	0.258**	0.127**	0.312**
Interpersonal Relationships	0.317**	0.250**	0.396**
Company Policies	-0.062	0.038	0.004
Job Content	0.176**	-0.526**	-0.043
Variety of Job	-0.128**	-0.701**	-0.216**
Recognition	0.05	0.347**	-0.184**
Control or Autonomy	0.124**	0.499**	-0.210**
Career Development and Growth	0.444**	0.208**	0.359**
R ²	0.524	0.628	0.467
F	34.01	53.05	38.27

** p<0.01

A. Affective Commitment

Table 1 reflects that the quality of work life factors account for about 52 percent of the total variance in affective commitment. ($R^2 = 0.52$, $F = 34.01$, $p < 0.01$). This means that 52% of the variance in the dependent variable (Affective commitment) was explained by the variance in the independent variable. This result was statistically significant at 0.00 level. Out of 10, 7 factors of quality of work life were found to be significant. The factors include; Working Conditions ($AC = 0.173$, $p < 0.01$), Supervisory Support ($AC = 0.258$, $p < 0.01$), Interpersonal Relationship ($AC = 0.317$, $p < 0.01$), Job Content ($AC = 0.176$, $p < 0.01$), Variety of Job ($AC = 0.128$, $p < 0.01$), Control or Autonomy ($AC = 0.121$, $p < 0.01$), Career Development & Growth ($AC = 0.444$, $p < 0.01$).

B. Continuance Commitment

Table 1 reflects that the quality of work life factors account for about 62 percent of the total variance in continuance commitment. ($R^2 = 0.62$, $F = 53.05$, $p < 0.01$). This means that 62% of the variance in the dependent variable (Continuance commitment) was explained by the variance in the independent variable. This result was statistically significant at 0.00 level. Out of 10, 8 factors of quality of work life were found to be significant. The factors include; Adequate and Fair Compensation ($CC = 0.134$, $p < 0.01$), Supervisory Support ($CC = 0.127$, $p < 0.01$), Interpersonal Relationship ($CC = 0.250$, $p < 0.01$), Job Content ($CC = -0.526$, $p < 0.01$), Variety of Job ($CC = -0.701$, $p < 0.01$), Recognition ($CC = 0.347$, $p < 0.01$), Control or Autonomy ($CC = 0.499$, $p < 0.01$), Career Development & Growth ($CC = 0.208$, $p < 0.01$).

C. Normative Commitment

Table 1 reflects that the quality of work life factors account for about 46 percent of the total variance in normative commitment. ($R^2 = 0.46$, $F = 38.27$, $p < 0.01$). This means that 46% of the variance in the dependent variable (Normative commitment) was explained by the variance in the independent variable. This result was statistically significant at 0.00 level. Out of 10, 7 factors of quality of work life were found to be significant. The factors include; Adequate and Fair Compensation ($NC = 0.198$, $p < 0.01$), Supervisory Support ($NC = 0.312$, $p < 0.01$), Interpersonal Relationship ($NC = 0.396$, $p < 0.01$), Variety of Job ($NC = -0.213$, $p < 0.01$), Recognition ($CC = -0.184$, $p < 0.01$), Control or Autonomy ($NC = -0.210$, $p < 0.01$), Career Development & Growth ($NC = 0.359$, $p < 0.01$).

4.3 QUALITY OF WORK LIFE AND OVERALL ORGANIZATIONAL COMMITMENT

Table 2 reflects the Regression Model showing linear relationship existing between adequate and fair compensation, working conditions, supervisory support, interpersonal relationships, company policies, job content, variety of job, recognition, control or autonomy, and career development and growth on Organizational Commitment.

Table 2: Regression Model

Dependent Variable
Organizational Commitment
R= 0.82
R ² = 0.61
Adjusted R ² = 0.60
Standard Error = 0.48

The table 2 shows that $R^2 = 0.61$ which reflects that there exists strong positive relationship between quality of work life factors under study and organizational commitment.

V. Discussion and Conclusion

The present study examined the relationship between quality of work life and organizational commitment. The findings of the study identified that majority of the employees of travel industry has considered all the 10 factors of quality of work life under study as favourable. It is evident from the results that the employees of travel industry value adequate and fair compensation, working conditions, supervisory support, interpersonal relationships, company policies, job content, variety of job, recognition, control or autonomy, and career development and growth factors of quality of work life. The study further revealed that the organizational commitment of the employees in travel industry were moderate. The findings came out with the some insights on the efforts that can be taken to improve the organizational commitment level of employees of travel industry. The result of regression on quality of work life factors and organizational commitment dimensions reflected that Supervisory Support, Interpersonal Relationships, Variety of Job, Control or Autonomy, and Career Development and Growth have been indicated by respondents as significant antecedents to all three dimensions (affective, continuance and normative) of Organizational Commitment. The results indicated that Adequate and Fair Compensation, Supervisory Support, Interpersonal Relationships, and Career Development and Growth are positively related to all the three dimensions affective, continuance and normative) of Organizational Commitment. These findings suggest that there is a positive and strong relationship between quality of work life and organizational commitment dimensions and overall organizational commitment is also found to be significant having positive and strong relationship with quality of work life. For affective commitment, this suggests that QWL areas emphasizing on working conditions, supervisory support, interpersonal relationships, job content, control or autonomy, and career development and growth seems to be positively related to how employees on travel industry feel about wanting to stay in the organizations they are working in. For continuance commitment, the findings suggest that the quality of work life areas that emphasize adequate and fair compensation, supervisory support, interpersonal relationships, recognition, control or autonomy and career development and growth related to how employees of travel industry feel about having to stay with the organization they are working in. For normative commitment, this suggest that QWL areas that emphasize on adequate and fair compensation, supervisory support, interpersonal relationships, and career development and growth related to how employees of travel industry feel about their obligation to stay with the organization they are working in.

The present study included various limitations. Firstly, the study included only three organizations of Travel industry. Secondly, study included ten factors of quality of work life identified form the review of literature. Third, the study was done in very little time. Fourth, the overall findings of the present study are encouraging however the results are not conclusive. It is recommended that future research can be conducted taking more factors of quality of work life and in different industry. Also more organizations of travel industry should be included for future result as it will give a clearer picture of the quality of work life and organizational commitment in the Industry.

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