

Influence of Quality of Worklife on Organization Commitment

A Study At Hindustan Coca-Cola Beverages Pvt.Ltd, Bengaluru.

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Abstract: *Quality of work life refers to certain conditions and procedures of the organization. In the current scenario the occurrence of using "QUALITY OF WORKLIFE" is increasing to describe certain environmental and humanistic values neglected by industrial productivity and economic growth. This study has conducted to observe the influence of quality of work life on organization commitment at Hindustan Coca-Cola Beverages Pvt. Ltd. The study mainly focuses on the QWL of employees working in the manufacturing sector. The parameters which have been selected to observe the QWL in this study are economic factors, social factors, training and development, career development and work-life balance of the employees. The methodology followed is questionnaire method with the sample size of 90 respondents at HCCBPL, Bengaluru.*

Index words: *Quality of Work life, employee satisfaction, organization commitment.*

I. INTRODUCTION:

Quality of work life is the existence of a certain set of organizational conditions and practices. In recent years the frequency of using "QUALITY OF WORKLIFE" is been increasing to describe certain environmental and humanistic values neglected by industrial productivity and economic growth. In other words Quality of work, life means the level of satisfaction in the work life as well as personal life, motivation in the job an individual is performing, involvement and commitment towards the job and experience with respect to their lives at work. Organizations have to focus more on this aspect and must pay a lot of attention to balancing between work life and personal life of employees. Quality of work life (QWL) is generally new idea which is characterized as the general nature of an individual's working life. QWL is considered as a wide sub-idea of the personal satisfaction, which refers to the general nature of an individual's life. Personal satisfaction incorporates elements like pay wellbeing, social connections, and satisfaction. QWL is the principle subject of the present reviews meaning, definition, extent of the QWL and has been examined in this section. The interest for enhanced efficiency through HR has its establishment in the mid-nineteenth century with F.W.Taylor creating scientific management theory and making another mindfulness in regards to HR. before the approach of scientific management, HR was considered as a simple instrument of the creation of work from sunrise to sun set. The scientific management concentrated for the most part on the division of work, progression, close supervision and administration standards.

II. OBJECTIVES OF THE STUDY:

1. To study the socio-economic background of the workers in Hindustan coca cola beverages Pvt. Ltd
2. To analyze the various factors affecting QWL that have an impact on the organization commitment of the employees in HCCBPL
3. To estimate the correlation between QWL factors and organization commitment
4. To suggest suitable measures to improve the QWL among the HCCBPL employees.

III. SCOPE OF THE STUDY:

The study mainly focuses on the QWL of employees working in manufacturing sector Hindustan coca cola beverages pvt.ltd, the parameters which have been selected to observe the QWL in this study are, economic factor, social factor, training and development, career development, WLB. The study will throw light on employees' perception of the quality of work life in their organization and its effect on organizational commitment. This, in turn, will help the management to take necessary measures to improve the quality of work life in the organization.

IV. METHODOLOGY USED IN THE STUDY:

Research design:

The study has conducted based on descriptive cross-sectional design.

Sampling method:

The stratified sampling method was used in this study since the samples are drawn from different department of the organization.

Sample size: 90

V. DATA COLLECTION:

Primary data – this study mainly focuses on the perception and attitudes of employees in various QWL aspects. Primary data's are the views and opinions of the employees which are collected by circulating the structured questionnaires regarding the QWL in the organization. It is the main source of information which is received by them.

Secondary data – secondary data's are the data's which is collected from the administrative records, annual reports, textbooks, journals, and reports.

Sampling technique – Stratified Sampling technique

A statistical technique used for the analysis - percentage method, correlation, and regression analysis.

VI. LIMITATIONS OF THE STUDY:

1. The study is limited to 12 weeks only.
2. The accuracy of the result is based on the accuracy of the information's provided by the organization and employees.
3. The study is based on limited samples (90 respondents)
4. The result is based on the information provided by the coca-cola company and if there are similar things in other organization the result may vary.

VII. LITERATURE REVIEW

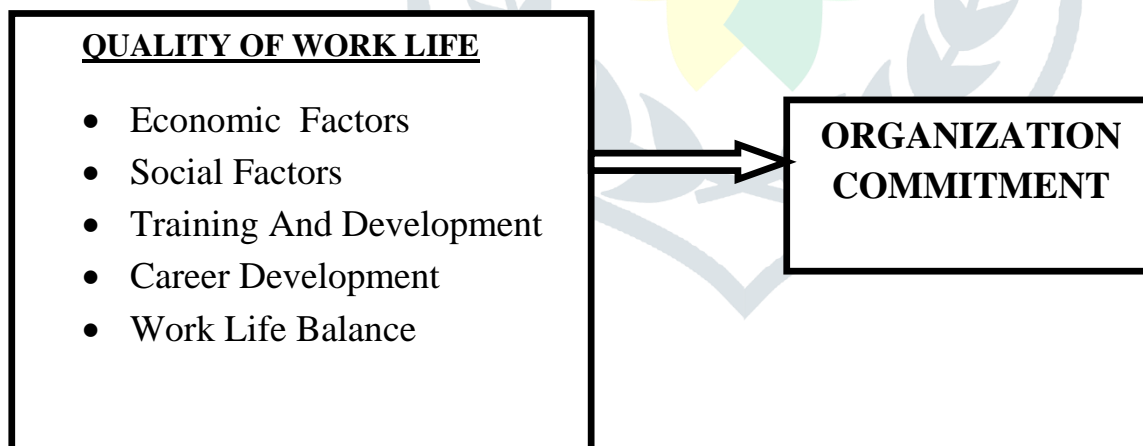
Bear field (2003) examined the quality of working life and found out the different causes of dissatisfaction in professional, sales and service workers. This study showed the diverse concerns of the different occupational groups. The study came out with the finding that the various differences exist between job satisfaction and dissatisfaction in QWL defining the impact of numerous theories related to job satisfaction.

Edvardsson and Gustavsson (2003) believe that despite understanding the relationship between wellbeing of the employees and success of the organization, not much attention has been paid towards working conditions of the employees at the workplace, which is the foundation for service inclined employees.

Hannif (2008) demonstrated that call center employees, who were given work that had job variety and had some autonomy that helped them to control their work functions as well as working hours, were found to be satisfied with their work, which in turn produced a low turnover.

Hossain and Islam (1999) claim that QWL plays a greater role in job performance than the job satisfaction. Their studies among the nurses of the government hospital demonstrated revealed a significant positive correlation between QWL and job satisfaction, between QWL and performance, and job satisfaction and performance. QWL has the highest contribution to performance.

Katzell R.A (1975) analyzed QWL as an evaluation parameter of the individual outcome of the working relationship. Their study revealed that if an employee has a positive outlook for his job and the various prospects, then he may have a high quality of working life. He feels motivated to stay with the job and performs in a good manner. This kind of person also makes an effort to develop a balance between his personal life and professional life.

VIII. CONCEPTUAL MODEL

IX. ANALYSIS AND INTERPRETATION

Demographic Details:

Particular	Sub-Category	Frequency	Percentage
Gender	Male	80	89
	Female	10	11
	Total	90	100
Age	20 – 30	49	54
	31 – 40 years	32	36
	41 – 50 years	7	8
	51 and above	2	2
	Total	90	100
Marital status	Single	44	49
	Married	46	51
	Total	90	100
Educational Qualification	Diploma	7	8
	ITI	35	39
	Mechanical	9	10
	Post Graduate	23	25
	Graduate	16	18
	Total	90	100
Designation	Executive	59	66
	Staff	4	4
	Manager	17	19
	Team leader	10	11
	Total	90	100
Years of experience	More than 10	5	7
	Less than 1	8	9
	1-5	64	70
	5-10	13	14
	Total	90	100
Income	Less than 20	13	14
	20-40	59	66

	40-60	12	13
	Above 60	6	7
	Total	90	100

Research Hypothesis:

H1: There is a correlation between quality of work life factors and organization commitment.

To test H1 correlation was used and the computations made were tabulated in table 1.

Correlations		
		ORGANIZATION COMMITMENT
ECONOMIC FACTOR	Pearson Correlation	.638**
	Sig. (2-tailed)	.000
	N	90
SOCIAL FACTOR	Pearson Correlation	.861**
	Sig. (2-tailed)	.000
	N	90
TRAINING AND DEVELOPMENT	Pearson Correlation	.849**
	Sig. (2-tailed)	.000
	N	90
CAREER DEVELOPMENT	Pearson Correlation	.862**
	Sig. (2-tailed)	.000
	N	90
WLB	Pearson Correlation	.674**
	Sig. (2-tailed)	.000
	N	90
OVERALL QWL	Pearson Correlation	.916**
	Sig. (2-tailed)	.000
	N	90

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

From the above table, the following inferences were drawn:

- The Correlation between the Economic factor and Organizational commitment was positive and $r = 0.638$ and it was found to be statistically significant at 5% levels.
- The Correlation between the social factor and Organizational commitment was positive and $r = 0.861$ and it was found to be statistically significant at 5% levels.
- The Correlation between training and development Organizational commitment was positive and $r = 0.849$ and it was found to be statistically significant at 5% levels.
- The Correlation between career development and Organizational commitment was positive and $r = 0.862$ and it was found to be statistically significant at 5% levels.
- The Correlation between work-life balance and Organizational commitment was positive and $r = 0.674$ and it was found to be statistically significant at 5% levels.
- The Correlation between overall quality of work life and Organizational commitment was positive and $r = 0.916$ and it was found to be statistically significant at 5% levels.
- To find the nature of the relationship between organization commitment and quality of work life regression analysis were used and the computations made were tabulated in table number 2-5

Variables Entered/Removed			
Model	Variables Entered	Variables Removed	Method
1	OVERALL QWL ^b	.	Enter

a. Dependent Variable: ORGANIZATION COMMITMENT

b. All requested variables entered.

Table 3				
Model Summary				
Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.916 ^a	.839	.837	2.28702
a. Predictors: (Constant), OVERALL QWL				

Table 4						
ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2392.621	1	2392.621	457.441	.000 ^b
	Residual	460.279	88	5.230		
	Total	2852.900	89			

a. Dependent Variable: ORGANIZATION COMMITMENT
 b. Predictors: (Constant), OVER ALL QWL

Table 5						
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.080	1.153		-1.804	.075
	OVER ALL QWL	.278	.013	.916	21.388	.000

a. Dependent Variable: ORGANIZATION COMMITMENT

The regression equation of Organizational Commitment on Overall QWL was given by **Organizational Commitment = - 2.08 +0.278 (QWL)**

Then, stepwise multivariate regression analysis was carried out to find the dominant predictors of QWL for Organizational Commitment and the computations made were tabulated in table 6– table 10.

Table 6			
Variables Entered/Removed			
Model	Variables Entered	Variables Removed	Method
1	WLB, ECONOMIC FACTOR, TRAINING AND DEVELOPMENT, SOCIAL FACTOR, CAREER DEVELOPMENT ^b	.	Enter
2	.	ECONOMIC FACTOR	Backward (criterion: Probability of F-to-remove >= .100).

a. Dependent Variable: ORGANIZATION COMMITMENT
 b. All requested variables entered.

Table 7				
Model Summary				
Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.926 ^a	.857	.849	2.20075
2	.926 ^b	.857	.851	2.18780

a. Predictors: (Constant), WLB, ECONOMIC FACTOR, TRAINING AND DEVELOPMENT, SOCIAL FACTOR, CAREER DEVELOPMENT
b. Predictors: (Constant), WLB, TRAINING AND DEVELOPMENT, SOCIAL FACTOR, CAREER DEVELOPMENT

Table 8						
ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2446.063	5	489.213	101.008	.000 ^b
	Residual	406.837	84	4.843		
	Total	2852.900	89			
2	Regression	2446.050	4	611.513	127.759	.000 ^c
	Residual	406.850	85	4.786		
	Total	2852.900	89			

a. Dependent Variable: ORGANIZATION COMMITMENT
b. Predictors: (Constant), WLB, ECONOMIC FACTOR, TRAINING AND DEVELOPMENT, SOCIAL FACTOR, CAREER DEVELOPMENT
c. Predictors: (Constant), WLB, TRAINING AND DEVELOPMENT, SOCIAL FACTOR, CAREER DEVELOPMENT

Table 9						
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.118	1.189		-.940	.350
	ECONOMIC FACTOR	.005	.093	.003	.050	.960
	SOCIAL FACTOR	.386	.084	.370	4.573	.000
	TRAINING AND DEVELOPMENT	.398	.123	.268	3.235	.002
	CAREER DEVELOPMENT	.279	.104	.241	2.690	.009
	WLB	.216	.081	.149	2.656	.009
2	(Constant)	-1.098	1.118		-.982	.329
	SOCIAL FACTOR	.388	.076	.372	5.115	.000
	TRAINING AND DEVELOPMENT	.398	.122	.269	3.265	.002
	CAREER DEVELOPMENT	.279	.103	.241	2.706	.008
	WLB	.216	.080	.149	2.701	.008

a. Dependent Variable: ORGANIZATION COMMITMENT						
Table 10						
Excluded Variables						
Model		Beta In	T	Sig.	Partial Correlation	Collinearity Statistics
2	ECONOMIC FACTOR	.003 ^b	.050	.960	.005	Tolerance
						.492

a. Dependent Variable: ORGANIZATION COMMITMENT
b. Predictors in the Model: (Constant), WLB, TRAINING AND DEVELOPMENT, SOCIAL FACTOR, CAREER DEVELOPMENT

The dominant predictors of QWL for Organizational Commitment was given by
Organizational Commitment = - 1.098 + 0.388 (Social Factor) + 0.398 (Training and Development) + 0.279 (Career Development) + 0.216 (Work-Life Balance)

The Dominant predictors for Organizational Commitment were in the following order:

- Training And Development
- Social Factor
- Career Development
- Work-Life Balance

X. FINDINGS:

The following results were listed from the above analysis:

Correlation:

1. A significant positive correlation exists between economic factor and organization commitment.
2. A significant positive correlation exists between social factor and organization commitment.
3. A significant positive correlation exists between training and development and organization commitment.
4. A significant positive correlation exists between career development and organization commitment.
5. A significant positive correlation exists between work-life balance and organization commitment.
6. A significant positive correlation exists between overall QWL and organization commitment.

Regression:

The regression equation of Organizational Commitment on Overall QWL was given by

$$\text{Organizational Commitment} = - 2.08 + 0.278 (\text{QWL})$$

Dominant Predictors of QWL on Organizational Commitment:

$$\begin{aligned} \text{Organizational Commitment} = & - 1.098 + 0.388 (\text{Social Factor}) + 0.398 (\text{TADD}) \\ & + 0.279 (\text{CAREER DEV}) + 0.216 (\text{WLB}) \end{aligned}$$

The Dominant predictors for Organizational Commitment were in the following order:

- Training and Development
- Social Factor
- Career development
- WLB

XII. SUGGESTIONS

The study has revealed that most of the employees are happy with the working environment in the organization, but the following are some suggestion given by the respondents to improve the quality of work life in the organization.

1. Some employees are feeling that the work which is assigned to them are pressuring them and the work load needs to be monitored.
2. Few employees are not comfortable with the working hours hence it is suggested that the company may consider to come up with flexible working hours.
3. Many employees feel that the policies and procedures of the organization are not followed strictly and so it is recommended to take the necessary measures to improve the same.
4. The work prioritization must be made and it has to be allocated for the concerned people.
5. Coordination among the vertical departments must be aligned in a systematic manner in the organization.
6. Safety measure has to be improved.
7. The skill gaps among the employees must be identified by the management and help them to get the work done in an organized way.

XIII. CONCLUSION:

Employees are the strength of the organization and they have to be treated with dignity and respect. Employees have to handle the responsibilities in their personal life as well as professional life. Management should adopt several factors which makes the working environment favorable for the employees. Effective QWL results in the high satisfaction level among the employees and thus it results in the high productivity. The study has revealed that most of the respondents are happy with the working condition in the organization but the following are some suggestion given by the employees that are, the work which is assigned is pressurizing the employees and it is overloaded. Prioritization of the work must be done and it has to be allocated for the concerned people. Safety measures must be improved and coordination among the vertical departments must be aligned in a systematic manner. These are some of the suggestion to improve the QWL of the employees in the organization. The factors which have considered to measuring the QWL in the study are economic factors, social factors, training and development, career development, work-life balance. Among these factors, accept economic factors all the other factors are significant. As the employees spend most of their time in the workplace it is very important for the management to look after the work life of the employees are satisfactory and favorable for the employees which result in positive outcomes.

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