



JOURNAL OF EMERGING TECHNOLOGIES AND INNOVATIVE RESEARCH (JETIR)

An International Scholarly Open Access, Peer-reviewed, Refereed Journal

Quality of working life level Jordan Telecom Group as a case study

Salem Khalaf Alateyyat

salem.alateyyat@asu.edu.bh

College of Administrative Sciences
Applied Science University, Bahrain

Abstract: This research aims at identifying the level of Quality of working life in the Jordan Telecom Group company. The research employed an instrument to measure Quality of working life dimensions in the company. The survey was distributed to the study sample (150) supervisors and managers, but only (124) valid questionnaires were analyzed. The study concluded that the company has a moderate level of Quality of working life. The results showed that there were no differences in the quality of working life for managers and supervisors working in Jordan Telecom due to the demographic and organizational variables. The study recommended the need to pay more attention to employee needs and quality of working life, recommendations for further research are provided.

Keywords: *Quality of working life, Jordan Telecom Group, Jordan*

I. INTRODUCTION

Globalization and technological developments have improved individual's awareness regarding living standards that individuals believe they deserve. While individuals share the same desires to be satisfied by workplace, organizations on the other hand varies considerably in the way of acknowledging and matching these needs.

Quality of working life

Researchers point out that there is no agreement on a single definition of quality of working life, as it is viewed from multiple angles: physical, emotional, psychological, social, administrative and economical aspects. These terms lead to boarder concepts such as health and well-being, work-life balance (Otto and Bourguet, 2006). Also, the concept of quality of working life is closely and directly related to quality of life with its broad and loose scope, which includes the life of the individual inside and outside workplace. In addition to the individual's satisfaction with life in general and the extent of the entertainment they experience (Kandasamy and Ancheri, 2009). Also, one of the things that increases the difficulty of providing an accurate definition of quality of working life is the connection of this concept with many other administrative concepts such as organizational development. Organizational development interventions are used in change management processes to develop organizations, where quality of working life practices are used to enhance organizational environment (Otto and Bourguet, 2006). Quality of working life concept encompasses appropriate compensation, safety and health conditions, opportunities for personal development, satisfaction of social needs at work, protection of job rights, in addition to achieving balance

between work and responsibilities related to personal life and the social aspects at work. Rose et al. (2006). Although researchers differ in defining the quality of working life, the main objective of applying this concept is to improve working conditions from employees point of view, and improving organizational effectiveness from employer point of view (Lau, 2000), (Hian and Einstein, 1990). Here are the main definitions of this concept: the extent to which organization members are able to satisfy their necessary personal needs through functional and practical experience organizations (Martell, 1985). It is a continuous process of enhancing employee's freedom through the development of organizational effectiveness and the well-being of individuals, using systematic approach to increase productivity and employee satisfaction (Golembiewski and Sun, 1990). Lippitt. (1978) defines the quality of working life as a broad concept that means the extent of providing opportunities for employees to satisfy their various personal needs such as job security, interacting with others, personal benefit, recognition and appreciation for achievement in addition to the availability of opportunities to develop skills and knowledge. Quality of working life is a philosophy, and a set of principles that consider employees to be one of the most important organizational resources, which are trusted, to take responsibility and have the ability to achieve targeted goals and thus deserve appreciation and respect (Straw and Heckscher, 1984). Quality of working life is the preferred conditions and environment related to work and life, such as balancing job and family responsibilities, self-realization, compensation and rewards, and supervisory behaviour (Huang et al, 2007). Quality of working life is the quality of relations between an employee and colleagues, and the quality of the work environment in general, in addition to paying attention to other main aspects such as economical and technical considerations (Davis, 1983 as mentioned in Jagannathan and Akhila P R, 2009). The quality of working life from an organizational point of view is defined as the tendency to humanize work environments and democratize work relations through organizational practices, principles and interventions (Anbarasan and Nikhil K, 2010). Quality of working life, as defined by the European Foundation for the Improvement of Living and Working Conditions is providing better jobs and more balanced ways of combining work and personal life (Connell and Hannif, 2009).

Steers and Mowday, (1981) indicate that the characteristics of organizational task and work environment are positively related to organizational commitment, and thus the low rate of job turnover. Landauer (1997) states that the decision of leaving or staying of distinguished individuals depends primarily on the ability to balance the responsibilities of career and personal life. Also, companies that are concerned with the quality of working life enjoy profit and growth in an exceptional way than other companies that are not concerned with the quality of working life (May et al, 1999). Also, the commitment to implement the requirements and standards of quality of working life has many benefits and advantages that benefit the organization, including the following (Kaushik and Tonk, 2008): Improving job satisfaction and engagement and the individual's feeling about job, enhancing self-satisfaction and self-confidence, improving the individual's feelings towards his organization and improving his organizational loyalty, improving mental and physical health, employees development productive members, reducing absenteeism and job turnover in addition to accidents, increasing the quantity and quality of the individual worker's productivity of goods and services. Hossain and Islam. (1999) indicate that there is a strong positive relationship between the quality of working

life and job satisfaction. Also, there is a positive relationship between the quality of working life and job performance, and between job satisfaction and job performance. In addition to that, quality of working life help organization to retain competencies and talented individuals, it also achieves the organization a competitive advantage among other organizations. some researchers argue the quality of working life leads to job satisfaction and enhances its continuity among workers (Chan and Wyatt, 2007).

Components of quality of working life

Some researchers found that quality of working life is affected by three main dimensions related to the job, namely: job satisfaction, job achievement and balancing career with personal life (Rose et al, 2006), in addition, there is a positive relationship between the components of quality of working life and organizational commitment (Huang et al, 2007). In addition to the above, the quality of working life for an individual is affected by many factors and variables that differ according to individuals, organizations and surrounding environments, for example, many researchers indicate that demographic variables have a direct impact on attitudes and career orientations of employees, also career and organizational characteristics are considered an indicator to predict the level of quality of working life and job turnover (Jagannathan and Akhila PR, 2009). Researchers point out that the level of quality of working life is not only related to personal, organizational or situational variables, but in addition, it is affected by the extent of compatibility between individual's personal characteristics with the situational organizational characteristics (Bagtasos, 2011). Padala and Suryanarayana (2010) mention that the dimensions of quality of working life can be studied under two main classifications: The first is: Basic traditional dimensions that include physical working conditions, social welfare, labor assistance, as well as job and financial conditions. While the second is: Contemporary and modern dimensions that include collective bargaining, workers' health and safety inside and outside workplace, providing formal channels for grievances and listening to their complaints, quality circles, participation in decision-making in addition to the balance between personal life and work. Rao and Venugopal (2009) classified the components of the quality of working life into two main parts: the first relates to the work environment itself, and the second relates to the well-being of the employees, health and social care. In another classification of the components of the quality of work life, these components are classified into two main groups, according to the extent to which these needs are necessary for the working individual, which are minimum basic needs and higher luxury needs. The first group includes the need for health and safety in addition to the economic and family needs, while the higher needs consist of psychological satisfaction and self-realization, social needs, the need for knowledge (Koonmee et al, 2010). The concept of quality of work life consists of three main elements (Rose et al, 2006): Paying attention to the impact of work on employees and organizational effectiveness, involving individuals in solving organizational problems and decision-making process, providing a system of rewards that relies on creative methods in rewarding individuals for their organizational achievements. Kanter (2010) indicates that balance between working life and personal life must be taken into consideration from four dimensions, which are as follows: 1-Workload, where the necessary time must be provided to entertain the employees during the official working hours, because neglecting the personal needs of workers leads to financial losses in the long run, even if productivity is increasing at the present time, as well as affecting health and psychological aspects. 2- Flexible working without commitment to the official working hours and through the Internet, so employees can take care of family and

follow up on personal life affairs without being negatively affected by job requirements. 3- Family duties, as the balance of working life with personal life requires giving the working woman more advantages such as rest periods, as most female employees have other responsibilities at home as a mother and/ or a wife. 4- Justice, equal paying, and protecting women from discrimination and exploitation. 5- Freedom of religious and belief practices within organizations.

Connell and Hannif (2009) consider the following themes as the most important themes in quality of working life: job content, working hours, work life balance with personal life, supervisory style and management strategies, including human resource management practices. Quality of working life can be measured by identifying the extent to which the following needs are satisfied (Chan and Wyatt, 2007): 1- Safe working conditions and benefits that maintain an optimal healthy life. 2- Appropriate wages and rewards, in addition to taking into account the needs of family, such as the balance of work life with the requirements of personal life. 3- Social needs at work and the provision of time for some recreational activities away from work activities. 4- Self-respect and individual appreciation for his work inside and outside the organization. 5- Achieving status and appreciation as a competent and effective individual within the organization. 6- Satisfying the knowledge needs by providing the necessary training and development for the functional skills and capabilities of individuals.

For measuring the level of quality of working life for managers and supervisors working in the Jordan Telecom Company, this research relied mainly on the scale of (Sirgy et al, 2001 as mentioned in Chan and Wyatt, 2007), which cover the main aspects as follows:

1- Health and safety needs through health care and achieving prevention and protection from harm inside and outside work. 2- Economic and family needs, which mean adequate financial compensation and job security, in addition to providing sufficient time to follow up on family affairs. 3- Social needs such as affection and fellowship at work, in addition to providing time for pleasure and rest. 4- Needs related to appreciation and respect in, such as recognition and appreciation of the work and efforts of the individual inside and outside the organization. 5- The need for the individual to feel his importance in the organization, and his importance as a competent individual or expert. 6- Cognitive needs, which are achieved through learning in a way that increases the skill of the individual and his job competence.

In addition to the scale of (Sirgy et al, 2001 as mentioned in Chan and Wyatt, 2007), and to make the scale of the current study comprehensive as much as possible some items were added as follows: 1- Saklani (2010) scale, items related to the workload axis and the image of the organization as perceived by employees were used. 2- (Mullarky et al. (1999) scale as mentioned in Lewis et al, 2001) item related to axis of general impression of organization was used, which is, would you advise your friend to work in this organization? 3- (Heskett et al. (1997) scale as mentioned in Lau, 2000), item related knowing feelings of employees towards job, colleagues and organization, was used. 4- Cascio (2006) mentions that one of the major companies has set standards for quality of working life. One of these dimensions is feeling proud for working in organization, and this dimension was used in this study. 5- Al-Mughrabi Scale (2004), where he mentioned that one of the components of the quality of working life is the boss's style of supervision, and this dimension was used in this study.

The questionnaire was presented to 4 faculty members in different universities in Jordan, some amendments took place to ensure clarity. The research questionnaire constructed the following three parts:

part one.

The first part contains general information related to the demographical information of managers and supervisors participated in this study in terms of gender, age, marital status, educational qualification, and scientific specialization. This part also contains organizational factors such as the number of current and total years of experience in addition to the level of span of supervision (number of subordinates). This part aims to give a general background about the targeted group in this study, in addition to employing some variables to reveal their impact on some of the main axes and dimensions of the study.

Part two.

This part is related to knowing the level of quality of working life for managers and supervisors in Jordan Telecom company, by measuring respondents' attitudes towards the dimensions and components of quality of working life. Questions (1-14) represent the items that measure this axis. A five-point Likert scale was used in this study

Validity and Reliability of the study instrument.

The validity of the study tool was verified in order to ensure that the scale used in the study actually measures what should be measured, and that it contains the necessary items through which the variables of the current study can be measured. Four business and public administration faculty members in Jordanian universities reviewed, some suggestions were provided to make the instrument clear. Reliability tests were conducted on the study instrument, the researcher calculated the Cronbach Alpha coefficient to ensure the stability of the measurement tool, since the resolution measures the factors to be measured and to verify its validity, due to the nature of the Cronbach Alpha coefficient in its dependence on the internal consistency of the measurement items, in addition to giving it a good estimate of stability, and this means the strength of the correlation and coherence between the paragraphs of the scale, and although the rules of measurement in the value to be obtained from the coefficient are not specified, obtaining ($\text{Alpha} \geq 0.6$) is considered acceptable in the administrative and human sciences in general (Sekaran, 2003). The Cronbach Alpha coefficient for the items of the study instrument is (0.88).

Results**Research hypothesis (1)**

There is no high level of quality of working life in Jordan Telecom.

This hypothesis was tested by "one-sample T-test" at significance level ($\alpha = 0.05$) according to the following decision rule: We reject the null hypothesis (H_0) and accept the alternative hypothesis (H_a) if T (computed $> T$ tabular) or if the significance ($\text{Sig} \leq (0.05)$) and vice versa. The result of the test shown in Table (5-29):

Table (1)
the level of quality of working life

	mean	standard deviation	DF	Calculated T	Table T	Sig
the level of quality of working life	3.415	0.666	124	6.991		0.000

It is noted from the data of the above table that the mean of the quality of working life for the managers and supervisors working in the Jordan Telecom Company is (3.4150) greater than the mean of the standard or

reference adopted by the researcher, which is (3). This is in addition to the significance value (Sig) which is ($0.000 < 0.05$), which requires rejecting the null hypothesis (H_0) and then accepting the alternative hypothesis (H_a), which states that: There is a high level of quality of work life in Jordan Telecom. This result is consistent with the mean obtained by the items constituting the quality of working life, but despite the fact that some items obtained high mean, the company needs to pay attention to some dimensions and items that obtained moderate means that negatively might affect the employees' career life in addition to the quality of administrative work.

Research hypothesis (2)

There are no statistically significant differences in managers' attitudes towards the quality of working life due to the following demographic and organizational variables: gender, age, marital status, educational qualification, scientific specialization, work experience in the current department, total work experience, and span of supervision. This hypothesis was tested using (Oneway-ANOVA) test with the level of significance ($\alpha = 0.05$) according to the following decision rule: we reject the null hypothesis (H_0) and accept the alternative hypothesis (H_a) if (computed $F >$ tabulated F) or if the significance is (Sig) $\leq (0.05)$ and vice versa.

The results showed that there were no differences in the quality of working life for managers and supervisors working in Jordan Telecom due to the following demographic and organizational variables: (gender, age, marital status, educational qualification, scientific specialization, work experience in the current department, total work experience, and span of supervision) where all levels of significance for differences were greater than (0.05), so we reject the alternative hypothesis and accept the null hypothesis which states: there are no statistically significant differences in managers' attitudes towards the quality of working life due to the following demographic and organizational variables: gender, age, marital status, educational qualification, scientific specialization, work experience in the current department, total work experience, and span of supervision.

Recommendations

- 1- The necessity of carrying out studies that include various sectors and administrative levels in order to know the level of quality of working life in the Jordanian environment, and work to enhance worker's awareness, especially at the lower levels, of their job rights.
- 2- The necessity of conducting future studies to know the nature of the relationship between the components of the quality of working life and the dimensions of organizational development in institutions.

References

- 1- Bagtasos, Maynard Riverai.2011.Quality of Work Life: A Review of Literature. Business and Economics Review, Vol. 20, No. 2, pp 1-8.
- 2- Beh, Loo See and Rose , Raduan Che.2007.Linking QWL And Job Performance: Implications For Organizations, Performance Improvement, vol.46, No.6, pp 30-35.
- 3- Cascio, Wayne F. 2006. Managing human resources : productivity, quality of work life, profits, 7th edition, McGraw-Hill/Irwin, Boston.

- 4- Chan, Kawai And Wyatt, Thomas A.2007.Quality of Work Life: A Study of Employees in Shanghai, China, Asia Pacific Business Review, Vol.13, No.4, pp 501-517.
- 5- Connell, Julia, and Hannif, Zeenobiyah. 2009. Call centres, quality of work life and HRM practices An in house/outsourced comparison. Employee Relations, Vol. 31, No. 4, pp 363-381.
- 6- Golembiewski, Robert T. and Sun, Ben-chu.1990.QWL Improves Worksite Quality: Success Rates in a Large Pool of Studies. Human Resource Development Quarterly, Vol. 1, No.1, pp 35-43.
- 7- Hian, chan choon and Einstein, Walter O.1990.Quality of Work Life What Can Unions Do ?, Sam Advanced Management Journal, Vol. 55, Issue 2, pp 17-22.
- 8- Hossain, Md. Mosharraf, and Islam, Md. Tariqul. 1999. Quality of Working Life and Job Satisfaction of Government Hospital Nurses in Bangladesh, Indian Journal of Industrial Relations, Vol. 34, No.3, pp 292-302.
- 9- Huang, Tung-Chun and Lawler, John and Lei, Ching-Yi. 2007.The Effects of Quality of Work Life on Commitment and Turnover Intention, Social Behavior And Personality, Vol.35, No. 6, pp 735-750.
- 10- Jagannathan, Lakshmi and P R, Akhila.2009.Predictors of Quality of Work Life of Sales Force in Direct Selling Organizations. The Icfai Journal of Management Research, Vol. VIII, No. 6, pp 52-59.
- 11- Kandasamy , Indira and Ancheri,Sreekumar. (2009A).Research And Practice In Human Resource Management, Research and Practice in Human Resource Management, vol.17, no.1, pp. 59-70.
- 12- Kanter, Rosabeth Moss.2010. Work Pray Love, Harvard Business Review, Vol. 88, No. 12, p38-38.
- 13- Kaushik, Nirmala and Tonk, Manju Singh.2008.Personality and Quality of Work Life, ICFAI Journal of Organizational Behavior, Vol. 7, No3, pp 34-46.
- 14- Koonmee, Kalayane and Singhapakdi,Anusorn and Virakul, Busaya and Lee, Dong-Jin .2010.Ethics institutionalization, quality of work life, and employee job related outcomes: A survey of human resource managers in Thailand, Journal of Business Research, Vol. 63, No. 63, pp. 20-26.
- 15- Landauer, Jill. 1997. Bottom-Line Benefits of Work/Life Programs, Benefits Quarterly, Vol. 13, Issue 4, pp 96-96.
- 16- Lau, R.S.M.2000.Quality of work life and performance An ad hoc investigation of two key elements in the service profit chain model, International Journal of Service Industry Management, Vol. 11, No. 5, pp. 422-437.
- 17- Lewis, Daivid and Brazil, Kevin and Krueger, paul and Lohfeld, Lynne and Tjam, Erin.2001.Extrinsic and intrinsic determinants of quality of work life, Leadership in health services, Vol. 14, No.2, pp ix-xv.
- 18- Lippitt, Gordon L.1978. Quality of work life: Organizationa Renewal In Action, Training and Development Journal, vol.32, No.7, PP 4-10.
- 19- Martell, Charles.1985.QWL Strategies People, Are the Castle People, Are the Walls People, Are the Moat, The journal of Academic Librarianship, Vol. 10, No. 6, pp 33-35.

- 20- May, B. E. and Lau, R. S. M. and Johnson, S. K.1999.A longitudinal study of quality of work life and business performance, South Dakota Business Review, Vol. 58, No.2, pp 3-7.
- 21- Otto, Ann and Bourguet, Claire. 2006. Quality of Work Life Programs in U.S. Medical Schools: Review and Case Studies, CUPA-HR Journal, Vol. 57, No.1, p17-26.
- 22- Padala, S.R. & Suryanarayana, N.V.S.2010.Industrial safety and quality of worklife. Retrieved September 23, 2010, from: <http://www.articlesbase.com/environment-articles/industrial-safety-and-quality-of-work-life-3108815.html>
- 23- Rao, P.Kameswara and Venugopal, P.2009.Perceptual Factors in Quality of Work Life of Indian Employees, Institute of Management Technology, Vol. 13, No.1, pp 104-109.
- 24- Saklani, D. R.2010.Non-managerial Perspective of Quality of Work Life, Journal of Management Research, Vol. 10, No. 2, pp 87-102.
- 25- Sekaran, Uma. 2003. Research Methods for Business: A Skill Building Approach. Fourth edition, John Wiley and Sons Inc, New York, USA.
- 26- Steers, Richard M. and Mowday, Richard.1981. Employee turnover and the post-decision accommodation process. Research in Organizational Behavior, Vol. 3, PP 235- 282.
- 27- Straw, Ronnie J, and Heckscher, Charles C.1984. QWL: New Working Relationships in the Communication Industry, Labor Studies Journal, Vol. 8, No. 3, PP 261-274.
- 28- Al-Maghraby, Abdel Hamid Abdel Fattah. 2004 AD. Quality of work life and its impact on the development of job involvement: a field study, research accepted for publication, Journal of Commercial Studies and Research, second issue, Zagazig University, Faculty of Commerce.