

Adjusting in Organizational Culture: A Factor that Impact Employees' Quality of Work Life in Workplace

Latika Verma¹, Dr. Ruchi Singh²

¹Research Scholar, Institute of management, commerce & economics; Shri Ramswaroop Memorial University, Lucknow, Uttar Pradesh, India

²Associate professor, Institute of management, commerce & economics; Shri Ramswaroop Memorial University, Lucknow, Uttar Pradesh India

ABSTRACT

Employee experiences much difficulty in their workplace regarding the culture of their organization and quality of work life. According to Richard Walton (1975) "Quality of work life is the work culture that serves as the cornerstone." Organizational culture has gained importance in the increasingly internationalized and globalized business. The dynamics of the business have become more dependent than ever on the cultural characteristics of companies. This paper, therefore attempts to verify whether organizational culture and their factors have any impact on quality of work life in organization of service sector. A structured questionnaire has been developed to collect data from the respondents by using random (purposive) sampling technique. Cronbach's alpha (for reliability), exploratory factor analysis (for validity) and regression analysis are used to draw analysis and inference of the study. The findings suggest that quality of work life of employees can enhance if they focus their attention on elements of organizational culture.

Key words: Organizational culture, Quality of work life, employee, regression analysis.

INTRODUCTION

The world has become a global village drawing attention of different peoples, organizations and even countries. Quality of work life in an organization is essential for the smooth running and success of its employees. With rapidly advancing of globalization, culture plays a vital role and become a challenge for both employee and employers. Consequently, firms need to understand their own and other firms' organizational culture and need to adjust their ways and traditions while conducting business. The quality of work life can affect factors like suitable conditions for work, time period of work, risk factors included in work, work life balance, adjusting capability of employee, available leaves, etc. Quality of work life and organizational culture help employees to feel that they are a part of organization and organization can take care of them.

Service sector, also called the tertiary sector is the largest and fastest growing sector in India and achieved the second highest growth rate in service exports in the world. The contribution of service sector is increasing steadily over the past few years. In recent years, it rapidly shifts in favour of generating both income and employment. It is third of the three traditional economic sectors [other two are primary includes; farming, mining, fishing and secondary includes; manufacturing]. It contributed 53.8% of India's gross value added in 2016-17 and provides employment to 28.6% population (according to India Brand Equity Foundation). It has the highest labour productivity, but employment has not kept pace with the share of the sector in gross domestic product and has not produced the number and quality of jobs needed. There are many obstacles which adversely affect it. In today's globalized world maintaining QWL and changing according to culture is a difficult task for both employees and employers. So the study is focused on the impact of organizational culture on quality of work life with special reference to employees working in selected organizations of service sector in Lucknow district.

Purpose of the Study

The purpose of this research is to describe the underlying values of the selected organizations and their impact on QWL. The focus is, on one hand is organizational culture and, on the other hand, the research will focus on respondents from a Lucknow based on private organizations.

Quality of Work Life

The evolution of QWL began in late 1960s emphasizing the human dimensions of work that was focused on the quality of the relationship between the worker and the working environment (Rose et al 2006). QWL is a concept of behavioural scientist, and the term was first introduced by Davis at the Forty-Third American Assembly on the Changing World of Work at Columbia University's Arden House. The selected participants assembled there concluded in their final remarks that "improving the place, the organization, and the nature of work can lead to better work performance and a better quality of life in the society". (Gadon 1984, Wyatt & Wah 2001, Sadique 2003, Rose et al. 2006, Islam & Siengthai 2009). Since the phrase was found the method of defining QWL varied and encompassed several different perspectives (Loscocco & Roschelle 1991).

"Quality of work life is the degree to which members of a work organization are able to satisfy important personal needs through their experiences in the organization."

- Suttle (1977)

Organizational Culture

The concept of organizational culture has been derived from anthropology and sociology where it is defined in so many ways and therefore, includes a variety of factors. Organisational culture as a concept may have emerged in the late 1970s with the Hawthorne studies (1920). The topic of organizational culture has become extremely important to Indian Companies in the past 10 years, and culture change is most common form of organizational transformation. *Organizational culture* is "the set of shared, taken-for-granted implicit assumptions that a group holds and that determines how it perceives, thinks about, and reacts to its various environments."

"Organizational culture is the set of assumptions, beliefs, values and norms that are shared by an organization's members."

-Charles O'Reilly (1989)

REVIEW OF LITERATURE

Tabassum, et.al (2011), in their study reveals that a significant difference exists between the local private and foreign commercial bank's employees perception over QWL and in the following factors of QWL; adequate and fair compensation, work and total life space, opportunity to develop human capacities, flexible work schedule and job assignment, and employee relations.

P.John & Kumar (2013), observed that majority of the respondents accepted that the better working condition will helps for work performance and reduce exhaustion. The factors determining the satisfaction with the quality of work life in the organization were Adequate Income & Fair Compensation, Safe & healthy working conditions, Opportunities to use & develop human capacity, Opportunity for career growth, Social integration in the work force, Constitutionalism in work organization, Eminence of Work Life and Social relevance of work, Cordial relationship with employees and superiors, and remedy for the grievance and performance appraisal.

Harrington & Santiago (2006), examines the relationship between quality of work life, professional isolation, and organization's cultural values surrounding telecommuters and non-telecommuters. Result showed that higher levels of hierarchical and rational values were associated with higher levels of quality of work life and less professional isolation among telecommuters. Later, Valizadeh Ghahremani (2012), Peyvasteh et.al (2015), shows that organizational culture has positive effect on work-life quality of managers and employees in organizations.

Ashwini J, D. Anand (2014), study is to understand the constructs of QWL that has an impact on the overall satisfaction of the employees of the service sector industry. They shown that in order to keep the employees satisfied, the organisation must provide a conducive climate to enhance commitment, fair compensation, job satisfaction, safety and health, training and development, opportunity to develop skill and growth, social integration.

Kubendran et.al (2013), revealed that for most of the respondents Quality of work life were largely associated with their age and there was no significant difference on respondent's opinion on QWL based on their work experience.

Islam (2012), indicates that six out of seven factors (work load, family life, transportation, compensation policy and benefit, working environment and working condition and career growth) have significant influence on quality of work life and the remaining factor (colleagues and supervisor) has no significant influence on quality of work life.

Zare et.al, (2014), showed that balance between work and life has middle status, the status of work economic factors is undesirable and the factors related to job content and work social factors have desirable status.

RESEARCH GAP

In the light of literature it is clear that,

- Issues related to values, unethical practices, artifacts and other variables related to organizational culture have been very slightly addressed; these are amongst the strong factors responsible for a good quality of work life.
- There has been less work on quality of work life in north India region; specifically there is no work in Lucknow district.

Therefore, the present study is conducted to bridge the above gap.

OBJECTIVE OF THE STUDY

To analyse the impact of organizational culture on quality of work life among the employees working in the service sector organizations.

Hypothesis

- **Null hypothesis (H₀):** There is no significant impact of organizational culture on QWL among employees in the private organizations of service sector.
- **Alternate hypothesis (H_a):** There is a significant impact of organizational culture on QWL among employees in the private organizations of service sector.

The hypothesis is divided into following sub-hypothesis:

H₀₁: There is no significant impact of confrontation (oc_1) on QWL among employees in the private organizations of service sector.

H_{a1}: There is a significant impact of confrontation (oc_1) on QWL among employees in the private organizations of service sector.

H₀₂: There is no significant impact of proaction (oc_2) on QWL among employees in the private organizations of service sector.

H_{a2}: There is a significant impact of proaction (oc_2) on QWL among employees in the private organizations of service sector.

H₀₃: There is no significant impact of trust (oc_3) on QWL among employees in the private organizations of service sector.

H_{a3}: There is a significant impact of trust (oc_3) on QWL among employees the private organizations of service sector.

H₀₄: There is no significant impact of experimentation (oc_4) on QWL among employees in the private organizations of service sector.

H_{a4}: There is a significant impact of experimentation (oc_4) on QWL among employees in the private organizations of service sector.

H₀₅: There is no significant impact of collaboration (oc_5) on QWL among employees in the private organizations of service sector.

H_{a5}: There is a significant impact of collaboration (oc_5) on QWL among employees in the private organizations of service sector.

H₀₆: There is no significant impact of authenticity (oc_6) on QWL among employees in the private organizations of service sector.

Ha₆: There is a significant impact of authenticity (oc_6) on QWL among employees in the private organizations of service sector.

H0₇: There is no significant impact of autonomy (oc_7) on QWL among employees in the private organizations of service sector.

Ha₇: There is a significant impact of autonomy (oc_7) on QWL among employees in the private organizations of service sector.

H0₈: There is no significant impact of openness (oc_8) on QWL among employees in the private organizations of service sector.

Ha₈: There is a significant impact of openness (oc_8) on QWL among employees in the private organizations of service sector.

METHODOLOGY

The method of this research is a descriptive study. Statistical population includes employees working in private organizations of service sector. Sample size for research is 200 which will be taken from all over Lucknow, the universe of the research. The sampling method used in this study is purposive sampling which means sample were selected by the researcher subjectively, that appeared to be representative of the population.

The study used both Primary and Secondary data. Primary data were directly collected from the respondent with the help of research tool. Secondary data were collected from management related books, published journals, newspaper, magazines and internet.

The questionnaire is divided into three sections: section-1 (demographic information), section-2 (quality of work life) and section-3 (organizational culture), having multiple choice questions based on five point LIKERT scale. Reliability of overall questionnaire obtained by cronbach alpha is .893, Reliability of the section-2 (quality of work life) obtained by Cronbach Alpha is .857, and section-3 (organizational culture) reliability gained by Cronbach Alpha .819.

Content validity of the questionnaire supported by professional groups, supervisors and advisors and Exploratory factor analysis (EFA) were used for convergent and discriminant validity. Statistical analyses using SPSS included descriptive and regression strategies to explain variance in the variables. Factor analysis is used to identify the important factors. It is used to explain correlations among multiple outcomes as the result of one or more underlying explanations. Regression is used to check the positive and significant relationship between the dependent and independent variables.

FINDINGS AND DISCUSSION

The SPSS was used for finding the response of employees. Regression analyses were used in order to find the impact of organizational culture on quality of work life.

Table 1, 2, 3, 4, 5, 6 presents the results of the regression analysis carried out to know the impact of organizational culture and its dimensions on QWL. The adjusted R² values on Table-1 and 4 express in percentage the proportion of dependent variable (QWL) explained by the independent variable (organizational culture and dimensions of organizational culture). The variable coefficients β (Table-3 & 6) reveals the proportion of the adjusted R² value that is attributed to the independent variable in each of the dependent variables on Table 1 & 4. The p -values which are all less than the level of significance set out in the analysis (p -values < 0.05) indicate that the change caused by the independent variable on the dependent variable is significant.

Impact of Dimensions of Organizational Culture on QWL:

Table-1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.602 ^a	.362	.335	7.51491

a. Predictors: (Constant), oc_8, oc_6, oc_5, oc_4, oc_3, oc_2, oc_7, oc_1

From the model summary (Table-1), it is clear that all the eight dimensions of organizational culture causes 36.2% variation in QWL, which is significant {F= 13.556 (Table-2), p value < 0.05}.

Table-2: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	6124.362	8	765.545	13.556	.000 ^b
Residual	10786.513	191	56.474		
Total	16910.875	199			

a. Dependent Variable: QWL

b. Predictors: (Constant), oc_8, oc_6, oc_5, oc_4, oc_3, oc_2, oc_7, oc_1

Table-3: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.165	6.882		.460	.646
oc_1	.420	.211	.130	1.989	.048
oc_2	.420	.216	.119	1.949	.053
oc_3	.545	.239	.139	2.277	.024
oc_4	.450	.226	.124	1.993	.048
oc_5	.546	.247	.143	2.209	.028
oc_6	.563	.220	.152	2.563	.011
oc_7	.823	.216	.239	3.803	.000
oc_8	.492	.203	.143	2.421	.016

a. Dependent Variable: QWL

From the coefficient table (Table-3), it is clear that;

The null hypothesis **H₀₁** on the issue of confrontation (oc_1) has been considered that there is no significant impact of confrontation (oc_1) on quality of work life achievements regarding this topic is rejected {oc_1 is significantly impacting the QWL (t = 1.989, p = .048)}. Thus alternate hypothesis **Ha₁** that there is a significant impact of confrontation (oc_1) on quality of work life achievements is accepted.

The null hypothesis **H₀₂** on the issue of proaction (oc_2) has been considered that there is no significant impact of proaction (oc_2) on quality of work life achievements regarding this topic is rejected {oc_2 is significantly impacting the QWL (t = 1.949, p = .053)}. Thus alternate hypothesis **Ha₂** that there is a significant impact of proaction (oc_2) on quality of work life achievements is accepted.

The null hypothesis **H₀₃** on the issue of trust (oc_3) has been considered that there is no significant impact of trust (oc_3) on quality of work life achievements regarding this topic is rejected {oc_3 is significantly impacting the QWL (t = 2.277, p = .024)}. Thus alternate hypothesis **Ha₃** that there is a significant impact of trust (oc_3) on quality of work life achievements is accepted.

The null hypothesis **H₀₄** on the issue of experimentation (oc_4) has been considered that there is no significant impact of experimentation (oc_4) on quality of work life achievements regarding this topic is rejected {oc_4 is significantly impacting the QWL (t = 1.993, p = .048)}. Thus alternate hypothesis **Ha₄** that there is a significant impact of experimentation (oc_4) on quality of work life achievements is accepted.

The null hypothesis **H₀₅** on the issue of collaboration (oc_5) has been considered that there is no significant impact of collaboration (oc_5) on quality of work life achievements regarding this topic is rejected {oc_5 is significantly impacting the QWL (t = 2.209, p = .028)}. Thus alternate hypothesis **Ha₅** that there is a significant impact of collaboration (oc_5) on quality of work life achievements is accepted.

The null hypothesis **H0₆** on the issue of authenticity (oc_6) has been considered that there is no significant impact of authenticity (oc_6) on quality of work life achievements regarding this topic is rejected {oc_6 is significantly impacting the QWL (t = 2.563, p = .011)}. Thus alternate hypothesis **Ha₆** that there is a significant impact of authenticity (oc_6) on quality of work life achievements is accepted.

The null hypothesis **H0₇** on the issue of autonomy (oc_7) has been considered that there is no significant impact of autonomy (oc_7) on quality of work life achievements regarding this topic is rejected {oc_7 is significantly impacting the QWL (t = 3.803, p = .000)}. Thus alternate hypothesis **Ha₇** that there is a significant impact of autonomy (oc_7) on quality of work life achievements is accepted.

The null hypothesis **H0₈** on the issue of openness (oc_8) has been considered that there is no significant impact of openness (oc_8) on quality of work life achievements regarding this topic is rejected {oc_8 is significantly impacting the QWL (t = 2.421, p = .016)}. Thus alternate hypothesis **Ha₈** that there is a significant impact of openness (oc_8) on quality of work life achievements is accepted.

Impact of Overall Organizational Culture on QWL:

Table-4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.595 ^a	.354	.350	7.43045

a. Predictors: (Constant), OC

From the model summary (Table-4), it is clear that organizational culture cause 35.4% variation in QWL, which is significant {F= 108.292 (Table-5), p value < 0.05}.

Table-5: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	5978.968	1	5978.968	108.292	.000 ^b
Residual	10931.907	198	55.212		
Total	16910.875	199			

a. Dependent Variable: QWL

b. Predictors: (Constant), OC

Table-6: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.842	6.473		.594	.553
	OC	.527	.051	.595	10.406	.000

a. Dependent Variable: QWL

From the coefficient table (Table-6), it can be inferred that, the null hypothesis (**H0**) there is no significant impact of Organizational Culture (OC) on quality of work life achievements regarding this topic is rejected. {OC is significantly impacting the QWL (t = 10.406, p = .000)}. Thus, alternate hypothesis (**Ha**) that there is a significant impact of Organizational Culture on quality of work life achievements is accepted.

CONCLUSION AND RECOMMENDATIONS

In this research, organizational culture has been affirmed to influence the QWL among employees in workplace. The finding from the analysis shows that organizational culture and its all the dimensions have significant impact on QWL among employees in the private organizations of service sector. The main research question of this study has not only been answered; the types of organizational culture that influence the employees' quality of work life but also give emphasis to

these cultures in enhancing their performance, able to satisfy important personal needs through their experiences in the organization.

Based on the finding of this study, it is recommended that organization should give attention to their culture for better adjustment of employee in their workplace. Finally, there is the need for concerted effort on values, artifacts and assumptions to retain workforce and maintaining work life. In organizations, employee training and supports can be customized to meet the needs of individual in ways that enhance continued development of these attributes and behaviors. Supporting the development of these individual qualities across organization may result in a better prepared, more satisfied, and more committed workforce.

REFERENCES

- [1] Ali Valizadeh and Jafar Ghahremani, "The relationship between organizational culture and quality of working life of employees", *European Journal of Experimental Biology*, Vol. 2, No. 5, pg.1722-1727, ISSN: 2248-9215, 2012
- [2] Ashwini J, Dr. D. Anand, "Quality of Work Life Evaluation among Service Sector Employees", *IOSR Journal of Business and Management*, Volume 16, Issue 9.Ver. I, pp. 01-12, Sep. 2014, e-ISSN: 2278-487X, p-ISSN: 2319-7668
- [3] Ashwini J, Dr. D. Anand, "Quality of Work Life Evaluation among Service Sector Employees", *IOSR Journal of Business and Management*, Volume 16, Issue 9.Ver. I, pp. 01-12, Sep. 2014, e-ISSN: 2278-487X, p-ISSN: 2319-7668
- [4] Cameron, K.S. and Quinn, R.E., 1999, "Diagnosing and Changing Organizational Culture: based on the Competing Values Framework", Addison-Wesley, New York.
- [5] Cummings and Worley, 2011, "Organization Development & Change", 8th ed., Cengage Learning Publications, ISBN-13: 978-81-315-0287-7
- [6] Hamid Zare, Zolfā Haghighooyan, Zahra Karimi Asl, "Identification the components of quality of work life and measuring them in faculty members of Tehran University", *Iranian Journal of Management Studies*, Vol. 7, No. 1, pp. 41-66, January 2014
- [7] John Anand Raja, S. Asok Kumar, "A Study on Quality of Work Life of Employees in steel Authority of India, Salem", *IJEMR*, Vol 3, Issue 6, June 2013, Online - ISSN 2249-2585, Print - ISSN 2249-8672
- [8] Margie Parikh & Rajen Gupta, 2010, "Organizational Behaviour", Tata McGraw Hill Publication, ISBN-13: 978-0-07-015319-6
- [9] Mohammad Baitul Islam, "Factors Affecting Quality of Work Life: An Analysis on Employees of Private Limited Companies in Bangladesh", *Global Journal of Management and Business Research*, Volume 12, Issue 18, pp.22-31, 2012, ISSN(O): 2249-4588, ISSN(P): 0975-5853
- [10] Peyvasteh, Esmaceli, Radsar, Ahmadzadeh, Omranazadeh, A Management Research Report on "Investigating the Relation between Organizational Culture and Work-life Quality of Organization Administrators (Case study)", Vol.3, No.1, pp.: 1271-1285, Jan. 2015, ISSN: 1444-8939
- [11] Prasad L.M., 2008, "Organizational Behaviour", 4th ed., Sultan Chand & Sons Publications, ISBN: 81-8054-478-8
- [12] Susan J. Harrington and Julie Santiago, "Organizational Culture and Telecommuters' Quality of Work Life and Professional Isolation", *Communications of the IIMA*, Volume 6 Issue 3, pg1-10, 2006, Online publication at: <http://www.researchgate.net/publication/228896874>
- [13] Tabassum, Rahman and Jahan, "A Comparative Analysis of Quality of Work Life among the Employees of Local Private and Foreign Commercial Banks in Bangladesh", *World Journal of Social Sciences*, Vol.1, No. 1, pp.17 – 33, March 2011.
- [14] V. Kubendran, Muthukumar.S, Priyadarshini.M, "Impact of Quality of Work Life on the Performance of the Employees in IT Organisations", *Indian Journal of Economics and Development*, Vol: 1, Issue: 3, pp. 82-85, March 2013, ISSN 2320-9836