

Antecedents of Quality of Work life in MSMEs: Employee's Perspective

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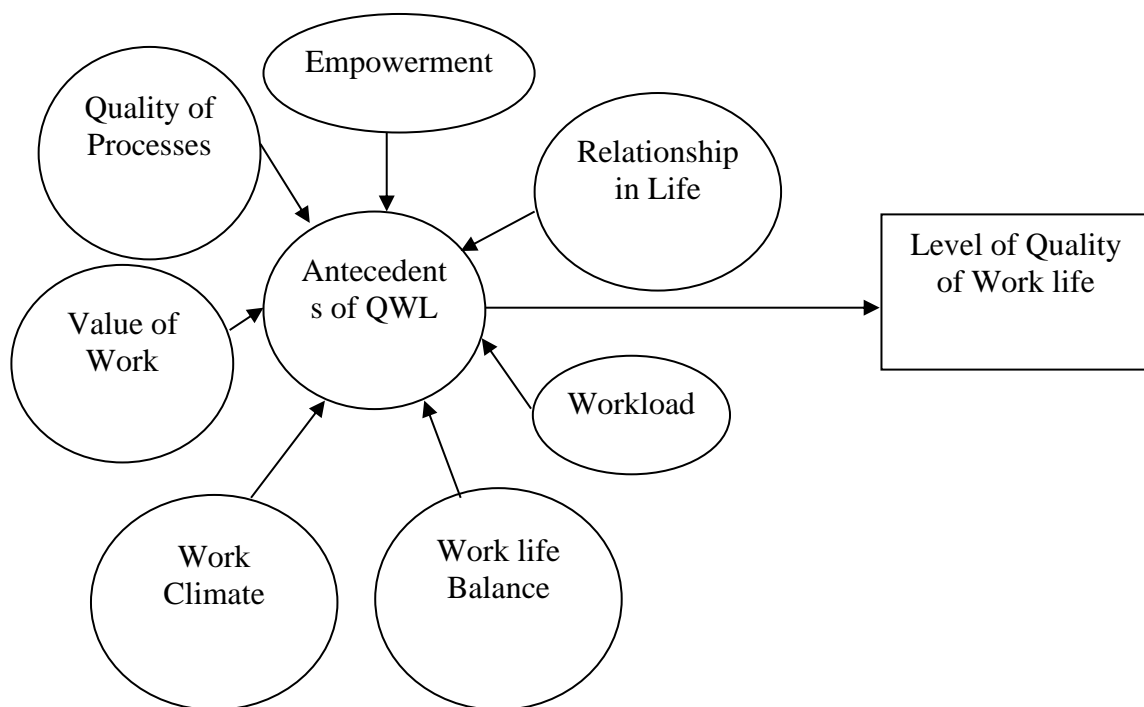
Abstract

The Purpose of the study is to analyse the antecedents of quality of work life in MSMEs. The sample respondents are selected from kanyakumari District. The significantly influencing quality of work life factors at the MSMEs are Empowerment, Relationship in Life, Quality of Processes, Value of Work Antecedents of QWL, Workload, Work Climate, Work life Balance, Level of Quality of work life . The significantly influencing quality of work life factors on organizational excellence at MSMEs are job content, career development, working environment and recognition. The higher impact is seen in small and medium enterprises than in micro enterprises. All these results indicates that the relative importance of quality of work life among employees in MSMEs in the determination of organizational excellence.

Key words Empowerment ,Relationship in Life, Quality of Processes, Value of Work, Antecedents QWL, Workload, Work climate, Work life Balance, Level of Quality of work life.

Introduction

Antecedents of quality of work life are factors leading to determine level of quality of work life in MSMEs. It is essential to discuss these antecedents for some policy implications and also to discuss it relative importance to determine quality of work life. Discussion in the present chapter is shown in the given figure:



Empowerment was included as one of the important factors in Antecedents of Quality of Work life (AQWL) in MSMEs. Quality Of work life and organizational excellence as per review of employees is associated with the background of employees is associated with the background of employees .Apart from this background may provide initial information about the employees working in the MSMEs.

Employees or workers are the pivotal force behind the successful functioning of an organization. So workers should be understood in the proper perspective and be utilized effectively to attain the goals of an organization. Management of work force is a challenging and intricate task. It is basically made up of four levels: procuring, preparing, stimulating, and retaining. this can be handled successfully by maintaining and improving the quality of work life .QWL is concerned with individual relationships, their physical ,social and economic environment. It is also influenced to a certain extent by the set behavioral patterns of the society.

Statement Of The Problem

Quality of work life ia a multifaceted concept implying the concern for members of the organisation irrespective of their level. It covers employees, perception or feeling above every dimension of work including economic rewards and benefits, security, working conditions, organizational and interpersonal relationships and intrinsic meaning in the person's life. Even though the economics development of our nation on the development of MSMEs in the Nation, only few enterprises are focusing on QWL practices and employees' perception on QWL, at enterprises for the future policy implications. Hence the present study focuses on QWL in MSMEs.

Objectives Of The Study

1.To examine various antecedents of QWL among employees.

Collection Of Data

The present Study is nearly based on primary data. The primary data were collected through a well structure questionnaire. The final sample included for the present study is 684, which consist of 313,189.182 Micro, Small and Medium enterprises.

Tools Of Analysis

Multiple regression analysis is applied to analyse the impact, of independent variables on dependent variable when both variables are in interval scale. Linear regression model is fitted by:

$$Y = a + b_1 x_1 + b_2 x_2 + \dots + b_n x_n + e$$

Whereas Y = Dependent variables

X₁ ,X₂X_n = Independent variables

b₁ ,b₂b_n = Regression coefficient of independent variables

a = Intercept

e = Error term

In the present study, multiple regression analysis was administered to find out the impact of employees perception on antecedents of QWL on level of QWL at MSMEs.

Data Analysis And Inrtpredation

Employee's View on Antecedents of Quality of Work Life (AQWL)

Employees' view on antecedents of quality of work life is studied with the help of seven antecedents namely empowerment, relationship in life, work load, work life balance, work climate, value of work and quality of

processes. Score of the above-said seven AQWL were computed by mean scores of variables in each AQWL. Mean of each AQWL among employees in SM and micro enterprises were computed separately along with it's 't' statistics. Results are given in Table 1

TABLE 1 Employees View on Antecedents of Quality of Work Life (AQWL)

Sl. No.	Variables in AQWL	Mean Scores Among Employees		't' Statistics
		SM	Micro	
1.	Empowerment	3.1976	2.3929	3.1886*
2.	Relationship in Life	2.8796	2.6213	0.8084
3.	Work Load	2.9348	2.6315	0.9861
4.	Work Life Balance	3.2160	2.6127	2.4174*
5.	Work Climate	3.3207	2.7380	2.5696*
6.	Value of Work	3.1694	2.5966	2.6224*
7.	Quality of Process	3.1707	2.5806	2.4717*

*Significant at Five Per cent Level.

The highly viewed AQWL by employees in SM are work climate and work life balance as it's mean scores are 3.3207 and 3.2160, respectively. Among employees in micro enterprises, two variables are work climate and work load as it's mean scores are 2.7380 and 2.6315, respectively. The significant difference among employees in SM and micro enterprises were noticed in their view on five of seven AQWL as their 't' statistics are significant at five per cent level.

Association Between Profile of Employees and Their View on AQWL

As profile of employees was associated with their view on AQWL, the present study has made an attempt to examine it with the help of one-way analysis of variance. The included profile variables are 14, whereas, the included AQWL are seven. Results of one-way analysis of variance are summated in Table .2.

TABLE 2 Association between Profile of Employees and Their View on AQWL

Sl. No.	Profile Variables	F-Statistics in						
		Empowerment	Relationship Life	Work Load	Work-Life Balance	Work Climate	Value of Work	Quality of Processes
1.	Designation	2.7186	2.5686	2.4337	2.7341	2.8996	2.8141	2.9086
2.	Age	3.1782*	3.2641*	3.0886	2.8419	2.9967	3.2673*	3.1409*
3.	Nativity	3.2676	3.5383	3.7117	3.8084	3.7089	3.7117	3.5969
4.	Marital Status	3.4541	3.5341	3.6673	3.5117	3.6682	3.7282	3.8117

5.	Social Class	2.7089	2.4173	2.6227	2.8084	2.9196	2.8041	2.9691
6.	Education Level	3.8841*	3.7081*	3.7556*	3.7262*	3.9098*	3.3343*	3.3141*
7.	Type of Family	3.6684	3.8182	3.3886	3.6682	3.7341	3.8117	3.0886
8.	Size of family	2.4541	2.8686	2.6991	2.8117	2.9033	2.9144	2.4566
9.	Years of Experience	3.4116*	3.8224*	3.6069*	4.1173*	4.0886*	3.1196*	3.6066*
10.	Occupational Background	3.2673*	2.7711	2.8083	3.3884*	3.5161*	3.0899*	3.3461*
11.	Monthly Income	3.7141*	3.3969*	3.4117*	3.1088*	3.2676*	3.3838*	3.5141*
12.	Number of Earing Members per Family	3.4541	3.5337	3.6889	3.8081	3.7182	3.8011	3.4546
13.	Spouse's Education	3.7086	3.5891	3.6449	3.7708	3.7676*	3.1173	3.3848
14.	Family Income	3.4514*	3.6886*	3.0996*	3.7374*	2.1199	3.4565*	3.7117*

*Significant at Five Per cent Level.

Regarding view on 'empowerment', the significantly associating profile variables are age, education level, years of experience, occupational background, monthly income and family income as its respective 'F' statistics are significant at five per cent level. The significantly associating profile variables regarding view on relationship in life and work load are age, education level, years of experience, monthly income and family income; whereas, regarding the view on work-life balance these profile variables are education level, years of experience, occupational background, monthly income and family income.

Discriminant AQWL Among Employees in SM and Micro Enterprises

Level of view on AQWL among employees in SM is differing from view of the employees in micro enterprises. It is imperative to exhibit the important discriminant AQWL among two group of employees for some policy implications. Initially, mean difference in each AQWL among two group of employees were computed along with its statistical significance. The discriminant power of each AQWL was estimated with help of Wilk's Lambda. Results are shown in Table 3

TABLE 3 Mean Difference and Discriminant Power of AQWL Among Employees in SM and Micro enterprises

Sl. No.	AQWL	Mean Scores Among Employees	Mean Difference	't' Statistics	Wilk's Lambda
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		SM	Micro	s		
1.	Empowerment	3.1976	2.3929	0.8047	3.1886*	0.1011
2.	Relationship in Life	2.8796	2.6213	0.2583	0.8084	0.2996
3.	Work Load	2.9348	2.6315	0.3033	0.9861	0.2845
4.	Work Life Balance	3.2160	2.6127	0.6033	2.4174*	0.1396
5.	Work Climate	3.3207	2.7380	0.5827	2.5696*	0.1441
6.	Value of Work	3.1694	2.5966	0.5728	2.6224*	0.1597
7.	Quality of Process	3.1707	2.5806	0.5901	2.4717*	0.1738

*Significant at Five Per cent Level.

The significant mean differences are noticed in case of five AQWL as their respective 't' statistics are significant at five per cent level. A higher mean differences are noticed in the case of empowerment and work life balance as its mean differences are 0.8047 and 0.6033, respectively. The higher discriminant power is noticed in the case of empowerment and work life balance as the respective Wilk's Lambda are 0.1011 and 0.1396. The significant AQWL were included to estimate the two group discriminant function. The unstandardised procedure was followed to estimate the function. The estimated two group discriminant function is:

$$Z = 0.8291 + 0.1172 X_1 + 0.1979 X_4 + 0.1973 X_5 + 0.1738 X_6 + 0.0886 X_7$$

The relative contribution of AQWL in total discriminant score is computed by the product of discriminant co-efficient and the mean differences of the respective AQWL. Results are shown in table 4.

TABLE 4 Relative Contribution of Antecedents of Quality of Work Life (AQWL) in Total Discriminant Score (TDS)

Sl. No.	AQWL	Discriminant Co-efficient	Mean Differences	Product	Relative Contribution in TDS
1.	Empowerment	0.1172	0.8047	0.0943	19.63
2.	Work Life Balance	0.1979	0.6033	0.1194	24.85
3.	Work Climate	0.1973	0.5827	0.1149	23.91
4.	Value of Work	0.1738	0.5728	0.0996	20.73
5.	Quality of Process	0.0886	0.5901	0.0523	10.88
	Total			0.4805	100.00
Per cent of Cases Correctly Classified: 81.47.					

The higher discriminant co-efficient are noticed in the case of work life balance and work climate as its co-efficient are 0.1979 and 0.1973, respectively. It shows the higher influence of above-said AQWL in the discriminant function. The higher \pm relative contribution in total discriminant is noticed in case of work life balance and work climate as its relative contributions are 24.25 and 23.91 per cent, respectively. The estimated two group discriminant function correctly classifies the cases to an extent of 81.47 per cent. Analysis infers that the important discriminant AQWL among employees in SM and in micro enterprises are work life balance and work climate, which are highly perceived by employees in SM than employees in micro enterprises.

Impact of AQWL on Level of QWL Among Employees

As antecedents of QWL have its own influence on level of QWL among employees in MSMEs, the present study made an attempt to examine the impact of AQWL on level of QWL for some policy implications. Multiple regression analysis was administered to examine it. The fitted regression model is:

$$Y = a + b_1 X_1 + b_2 X_2 + \dots + b_7 X_7 + e$$

where,

Y - Score on level of QWL among employees

X₁ - Score on level of empowerment among employees

X₂ - Score on level of relationship in life among employees

X₃ - Score on level of workload among employees

X₄ - Score on level of work life balance among employees

X₅ - Score on level of work climate among employees

X₆ - Score on level of value of work among employees

X₇ - Score on level of quality of processes among employees

b₁, b₂, b₃ - Regression co-efficient of independent variables

a - Intercept

e - Error term

The impact of AQWL on level of QWL among employees were examined among employees in SM, micro enterprises and also for pooled data. Results are given in table 5.

TABLE 5 Impact of Antecedents of Quality of Work Life (AQWL) on QWL Among Employees

Sl. No.	AQWL	Regression Coefficient Among Employees		
		SM	Micro	Pooled Data
1.	Empowerment	0.1889*	0.1209*	0.1646*
2.	Relationship in Life	0.0445	0.0514	0.0314
3.	Work Load	0.0239	-0.0776	-0.0452

4.	Work Life Balance	0.1447*	0.1202*	0.1311*
5.	Work Climate	0.1771*	0.0979	0.1417*
6.	Value of Work	0.1342*	0.0447	0.0979
7.	Quality of Process	0.1109	0.1331*	0.1224*
	Constant	0.8773	0.4089	0.6173
	R ²	0.7802	0.7179	0.8145
	F Statistics	8.4519*	7.8084*	8.6979*

* Significant at Five Per cent Level.

The significantly influencing AQWL on level of QWL among employees in SM are empowerment, work-life balance, work climate, and value of work as their respective regression co-efficient are significant at five per cent level. A unit increase in level of above-said AQWL result in an increase in level of QWL among employees in SM to an extent of 78.02 per cent as its R² is 0.7802.

Among employees in micro enterprises, the significantly influencing AQWL are empowerment, work-life balance, and quality of processes as their respective regression co-efficient are significant at five per cent level. A unit increase in the above-said AQWL result in an increase in level of QWL by 0.1209, 0.1202 and 0.1331 units, respectively. Changes in view on AQWL explain changes in level of QWL to an extent of 71.79 per cent as its R² is 0.7179.

Analysis of pooled data reveals relative importance of empowerment, work-life balance, work climate and quality of processes in the determination of the quality of work-life among employees. The important antecedents determine QWL are empowerment and work climate.

Findings

The highly viewed variable in relationship in life by employers in SM and micro enterprises is satisfaction in personal relationship. The significant difference among the two group of employees were not noticed in all three variables. Level of view on relationship in life is slightly higher among employees in SM than employees in micro enterprises.

The highly viewed variable in workload by employees in SM and micro enterprises are working hours and productivity load, respectively. The significant difference among employees in SM and micro enterprises were noticed in view on working hours. Variables in workload explain it to a reliable extent. Level of view on workload is slightly higher among employees in SM than employees in micro enterprises.

Among employees in SM and micro enterprises, the highly viewed variables in work life balance is satisfaction in time spent in recreation. The significant difference among the two group of employees were noticed in their view on all five variables in work life balance. Included variables in work life balance explain it to a reliable extent. Level of view on work life balance is higher among employees in SM than employees in micro enterprises.

The highly viewed variable in relationship in life by employers in SM and micro enterprises is satisfaction in personal relationship. The significant difference among the two group of employees were not noticed in all three variables. Level of view on relationship in life is slightly higher among employees in SM than employees in micro enterprises.

The highly viewed variable in workload by employees in SM and micro enterprises are working hours and productivity load, respectively. The significant difference among employees in SM and micro enterprises were noticed in view on working hours. Variables in workload explain it to a reliable extent. Level of view on workload is slightly higher among employees in SM than employees in micro enterprises.

Conclusion

The present study conclude that quality of work life among the employees in small and medium enterprises is higher than employees in micro enterprises. The important factors leading to quality of work life among employees are empowerment, work climate, work life balance and quality of process, which are enriching quality of work life among employees. The higher level of organizational excellence is noticed in small and medium enterprises than that at micro enterprises. The significantly influencing quality of work life factors on organizational excellence at MSMEs are job content, career development, working environment and recognition. The higher impact is seen in small and medium enterprises than in micro enterprises. All these results indicates that the relative importance of quality of work life among employees

in MSMEs in the determination of organizational excellence.

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