

## Discernment of Select Dimensions of Quality of Work Life in the Conundrum of Artificial Intelligence Era

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### Abstract

*In the era of artificial intelligence as pervaded everywhere, the changes in socio-cultural environments is imminent as male and female in India are exposed to information and empowerment, consequently acquainted and possess good knowledge and skills which further aggravates employees to be nurturing, demanding, pestering employers through unionism and other forms. Subsequently organizations are forced to deliver products of highest quality and at reasonable and competitive prices. It is possible only when the organizations are able to achieve productivity. One among the important means of achieving productivity as all know is improving Quality of Work life in the organization.*

*It is for this purpose, this study has been conducted in select software companies in Chennai in order to know whether Quality of Work life is prevailing or not and on the basis of the findings of the study, necessary suggestions have been given in order to improve Quality of Work life. The research study explicate the descriptive details of Quality of Work Life among the select software companies in Chennai. The mainstream of the study is based on walton's eight factor model of quality of work life such as; Fair and adequate compensation, Safe and healthy Working conditions, Use and development of human capacities, Opportunities for career growth, Social integration in organization, Constitutionalism in the work organization, Work and total space of life, Social relevance of the work in the life.*

**Keywords:** *artificial intelligence, productivity, total space of life, Social relevance, Social integration.*

### Introduction

The term Quality of Work Life has different meaning to different people; some think it as a happiness program, others, especially labour unions feel it as a subtle employee incentive or just another productivity device. Terms like work improvement, workers' participation, work humanization, industrial democracy and job enrichment have been widely used to mean Quality of Work Life (QWL). However Quality of Work Life is a much broader concept.

Generally it is apprehended that QWL could be considered as a major component of the broad spectrum of quality of life, signifying the holistic quality of one's life. The urge for excelling in productivity of an organization through human resources dates back to the early nineteenth century with F.W Taylor's Scientific Management Theory which necessitated

creating the significance and awareness of human resources. Therefore the advent of Scientific Management drew the attention management to the deft use of human resources, in contrast right from industrial revolution human were not treated as human, hence they were made to toil from dawn to dusk albeit labour laws. Inter alia Government had little clout on the management of human resources employed in individual corporations.

Per se Scientific Management's focus is predominantly on domains such as; divisions of labour, hierarchy, close supervision and management principles. However, these have benefited the society in different facets and have brought several changes in the leadership styles and philosophy of organizations. Consequently array of attempts has been had through research and investigations to understand the human behaviour at work and separate, subsequently strategies and plans to enhance satisfaction on job and life, alleviating antagonism amongst the human resources and channelizing their fullest efforts for the enabled productivity of organizations through several means. Thus, how several approaches have been identified and practiced for the development of the organizations and the society at large.

With the changes in socio-cultural environments invariably male and female in India are exposed to information and empowerment, consequently they are acquainted and possess good knowledge and skills which further aggravates employees to be nurturing, demanding, pestering employers through unionism and other forms. The pattern of designing the work load has been drastically changed with the intrusion of Management by Objectives, bottlenecks in technology has become obsolete and man overrules technology for enabling productivity, the needs of the employees, employers, organization, society and economy gets synchronized. Hence designing the jobs in organizations of any size and complexity rests with the human resources deterring the technology. The changing demographics and social structure demand forming and developing humanized jobs which could satisfy employees' higher order needs, explicit and optimally utilize their talents rather than skills to horn them as citizens truthful to self, family, institution, community, society and the economy at large. Radical changes sweep traditional job structure and design to cultivate reformed job design and structure. In consonance with these cyclical and structural changes the concept Quality of Work Life has become a boon to the industry and economy. As the changing demographics and economy consistently believes in human resources to enhance the economy QWL has been a domain of research and discussion for organizations to enable their productivity.

**Lippitt, G.L. (1978)<sup>i</sup>** defined the term QWL as a degree to which work provides an opportunity for individuals to satisfy their wide range of personal needs with security, to interact with others, to have a sense of personal usefulness, to be recognized for achievement and to have an opportunity to improve one's skills and knowledge.

## **Quality of working life model**

According to the viewpoint of **Walton (1973)<sup>ii</sup>**, quality of working life has been ignored as a way to save human and environmental values due to technological advancement in productivity and economic growth that is of vital importance. He defines the quality of working life as personnel's reaction versus work, particularly its necessary consequences in meeting job requirements and spiritual health. According to this definition, quality of work life and personal

consequents, working experiences, and quality of working improvement have been emphasized to meet individual's requirements that include the following 8 elements:

1. **Adequate and Fair Compensation:** The fundamental element of QWL is Adequate and Fair Compensation. Human beings work for a livelihood. Therefore, the success of rest of the initiatives depends on the fulfillment of Adequate and Fair Compensation.
2. **Safe and Healthy Working Conditions:** Unsafe and unhygienic working conditions cause problems to both employers and employees. It affects the productivity and profitability of the organization. Therefore, adequate investment must be made to ensure safe and healthy working conditions.
3. **The opportunity of Use and Develop Human Capacities:** The everyday job will become routine, meaningless and too specialized, which forces the employee towards dissatisfaction on his Job. Therefore, efforts should be made to increase the independence, perspective and exposure to multi skills and multitasking .
4. **Opportunity for Career Growth:** Career Growth of employee plays a vital role in QWL. Significant career paths must be laid down and career mapping of employees is to be followed. The provisions of advancement opportunities play a central role in QWL.
5. **Social Integration in the Work Organization:** A healthy relationships between Employees with-in the team and with another department in the organization facilitates an energetic work environment. Hence, organizations should provide opportunities for formal and informal interactions between employees.
6. **Constitutionalism in the Work Organization:** Organizational standards that affect the freedom of an individual employee. Efforts must be made to see right rules are formed in the organization. This needs to accommodate the privacy of an individual employee, freedom of speech and equity.
7. **Work and the Total Life Space:** Organizations should not allow employees towards continuously engaging themselves in work. Psychological and physical strains will rise due to the continuous hard work. Organizations must create proper work offs to enrich the life of employees. This will create a balance between the personal and professional life of an employee.
8. **Social Relevance of work life:** The social relevance of work life includes an array of action such as behaving ethically, support non-profit organization, treating employees fairly. Organizations must pay proper attentions for the above aspects.

## Statement of the problem

Since the dawn of liberalization, privatization and globalization India has been in the spate of indulging in stark economic reforms by the formulation strategies such as; collaboration, joint venture, amalgamation, merger, franchising, outsourcing and many more which drew the attention of the human resource experts in the mysterious and meticulous implementation of several strategies to extract more work for the effective functioning and sustainability of organizations as human resources are the inexplicable resources than any others. Unlike the other resources; managing human resources for the effective functioning of organizations requires tactics and strategies to arrive at least near to the marginal productivity of labour which equals zero, could be possible through the intrusion of psychological factors in managing human resources.

Inter alia, the major industry that provides avalanche jobs opportunities and lucrative compensation in the advent of information technology to all manufacturing and service sectors prompts the growth of Information Technology sector along with the Information Technology Enabled Services. Though much had been studied in the manufacturing sector, Information Technology sector requires the adoption of novel human resource practices for prompting the contribution of employees to the organization, consequent upon the sector and economic growth. Albeit the adoption of several motivational factors attributed in monetary and non-monetary spate in inception seems to be mammoth contribution to the industries however those techniques have become redundant and obsolete. At this juncture the western human resource strategy has become popular in the Indian context and acquaintance has been had by several industries which poise towards enhancing the growth prospectus. One amongst is Quality of Work Life (QWL) has been a tool that has become very popular and based on those parameters individual industries could witness enhanced productivity.

The Information Technology sector though witnessed tectonic shift in initial periods akin to the life cycle of other industries it too encounters sweeping changes alongside the changes in the economy. Many of the cities in India lures graduates in software and the momentum of urbanization was stark, however egregious changes had also been witnessed because of the global slowdown in software sector. This study, as the sector has encountered drifting changes intended to study the Quality of work life to offer suitable solutions to enable it. Moreover the industry lime lights foreign exchange and extracts work to the maximum which results in physical, psychological and consequently social distractions. This has formed the rationale to undergo a research of this kind to alleviate social distortion.

## **Need for the study**

The changing demographics and socio-economy fascinated by sweeping changes in domestic and global business/industrial growth and structure necessitates changes in managing human resources as the demarcation between domestic and foreign permeates easy transfer and movement in all respective fields behest of intelligence fettered among the humans. This prompts the need for sustaining and maintaining or retaining best talents congruence with the philosophy and policies of the organizations as they improve the productivity and goodwill of the organizations. This forms the basic need for undergoing this research as the parameters of Quality of Work Life if satiated marginally would produce mammoth growth prospects to the organization. Based on the prior researches if Quality of Work Life in any organization is satisfactory it would lead to humongous benefits to the organization and the society as organization is a part of society. The concept 'QWL' is implemented particularly in private organizations to hone the employee-employer relations and to facilitate the functioning of respective organizations. However it is still a novel concept which many of the marginal organizations are not acquainted with.

Quality of Work Life poises to tend progression in this competitive environment as researches have been mooted on skill gap and matrix. It is also felt that software employment has becoming a challenging job to sustain and proceed further. Hence much attention is imperative to facilitate QWL among the software professionals and companies. Based on the former this study has been undergone. Therefore, all software companies need to revisit the facilities provided to their employees for the conducive and healthy atmosphere that facilitates productivity. Thus the

study on Quality of Work Life among the Software professionals is of contemporary relevance as society and economy accentuates based on the functioning and growth prospects of individual corporations.

## **Scope of the Study**

Relating to the Quality of Work Life eight parameters are there which if satisfied would fructify the organizations and all aspects. Here in this study all the dimensions of QWL have been had and in addition the stress assuaging mechanisms has been designed to distinguish from other researches. This study has been made only among the software professions who are working in Chennai. Based on the sample units had for the study the various factors which influence the quality of work life has been given prime importance as it may remain a model for other software companies to imbibe.

This study also reveals the lacunae and the highlights of the approaches and strategies adopted by the software companies on quality of work life to design what has to be emulated for the successful organization of the other software companies. Based on the analysis and the inference drawn this study would be a forerunner and a model for other software companies as how to look into the parameters of Quality of Work Life and coping and assuaging stress for better productivity.

## **Objectives of the study**

1. To assess the extent to which the employees in software companies are satisfied with the programmes of quality of work life.
2. To know the relative difference between the demographic variable with the quality of work life dimensions
3. To identify the factors which influence the quality of work life in the software companies.

## **Methodology of the study**

Bryman and Bell (2015)<sup>iii</sup> pointed out that a well-structured research design is essential right from framing the hypotheses to be tested to the final analysis of the data collected. The research design not only provides the blueprint for the data collection, measurement and analysis, but also ensures that the research study is conducted well within the conceptual framework. The purpose of research design is to provide a plan of study that allows an accurate assessment of the cause and effect relationships between independent and dependent variables (Jang, 1980).<sup>iv</sup>

## **Research Design**

The research design adopted by the researcher for this study is the descriptive research design. Descriptive Research is a type of research in which information is collected without changing the environment. This essentially means that there is any manipulation involved and it just describes the data and characteristics about the population or the phenomenon being studied. The description is very factual, accurate and systematic, and the research cannot describe what caused a situation. Burns and Burns (2008)<sup>v</sup> stated that in a descriptive research the research hypotheses would often exist, but they may be tentative or speculative. In summary, a survey

design provides a quantitative description of behaviours, attitudes, opinions of a sample, allowing researchers to make inferences about the population by analysing the data (Creswell, 2013).<sup>vi</sup>

## Schedule Design

A schedule is a research instrument consisting of a series of questions for the purpose of gathering information from respondents. While framing the interview schedule for the employees, the researcher considered the objectives of the research.

The schedule used in this research comprises 5 point likert scale, open and closed end questions. The statement used in the schedule is framed with very simple and understandable words to get the effective responses from the respondents.

This schedule is carefully designed to avoid the problems of ambiguity, vague, leading questions, and double barreled questions in the research.

**Convenience sampling** has been had for this research study. Normality test also has been executed and found the data as normally distributed. To arrive sample size Raosoft Calculator has been used.

The sample size for the given population was found to be 384 as Minimum Sample size at 95% confidence level with an acceptable error of 0.05. However for the accuracy and items in tools used for data collection 486 samples have been had by means of contacting 600 software professionals.

## Selection of Software companies

The study focused on the selected software companies located in Chennai.

## Pre-testing

The factors have been extracted through the ranking process of mean values. The numerical values of the total scores of each factor arranged in the descending order, and eight vital elements established. From the filled up questionnaires which had been collected from 60 respondents Cronbach's Alpha Criterion has been applied to test the reliability. The value obtained is shown in below table which illustrates the authenticity of the Questionnaire.

**Table 1: Cronbach Alpha Value**

Factors	Cronbach's Alpha Value
Adequate Income & Fair Compensation	0.833
Safe & healthy working conditions	0.822
Opportunities to use & develop human capacity	0.804
Opportunity for career growth	0.857
Social integration in the workforce	0.757
Constitutionalism in work organization	0.902
Work and total life space	0.821
The Social relevance (Eminence) of Work Life	0.786

## Limitations of the study

The study focuses on the Quality of Work Life among Software companies and their perception in their respective companies in Chennai. It analyzes on the various factors relating to Quality of Work Life, and constraints faced by them. Examining Quality of Work Life is highly qualitative in nature, and the elements are subject to change in the days to come. The Software Professionals expressed their current view on their Quality of Work Life. Attempts have not been made to draw models in interlinking the factors of quality of work life with others.

## Major findings of the study

- The result of Chi Square analysis shows that there is no association between gender and work life, further shows that there is association between age and quality of work life as reported by the respondents. In addition by the employment of the same test it is found that that there is association between marital status and quality of work life. It indicated that there is no association between qualification and quality of work life reported by the respondents.
- Further by the employment of Chi Square it shows that there is association between monthly income and quality of work life, no association between number of dependents and quality of work life, existence of association between year of experience and quality of work life and association between mode of transportation and quality of work life.
- ANOVA has also been used to study the difference between some demographical variables and antecedents of quality of work life. It depicts that there is no significant difference between Gender with Quality of Work Life of the respondents, further shows that there is no significant difference between Age and Quality of Work Life and shows that there is no significant difference between marital status and Quality of Work Life.
- The significant difference between qualification and quality of work life is analyzed and the results show that there is no significant difference between qualification and quality of work life of the respondents and no significance difference between Monthly Income and quality of work life explained by the respondents.
- Further by the employment of ANOVA test it is found that there is no significant difference between number of dependents and quality of work life of the respondents and there is no significant difference between mode of transport and quality of work life of the respondents.
- The results of regression analysis summarized the impact of nature of job (adequate authority, challenging, expectation, nature of work, position, secure job) on the quality of work life from the studied respondents. It summarizes the coefficient for adequate authority, challenging, expectation, nature of work, position, secure job as 0.569, 0.126, 0.309, 0.501, 0.502, 0.428, more over the value of R square is 0.289 and Durbin Watson stat is 2.049 with a probability value of 0.001 to indicate that there is significant impact of nature of job on quality of work life.
- Similarly by employing regression analysis on impact of work environment on quality of work life the coefficient values are 0.526, 0.532, 0.474, 0.533, 0.142 and 0.457 for environment, equipment and tools, facilities, flexible working hours, no over workload, no sexual harassment respectively. Further, the value of R square is 0.277 and Durbin Watson stat is 2.011 with a probability value of 0.001 to indicate that there is significant impact of work environment on quality of work life.

- The impact of career growth and development on quality of work life is analysed and the coefficient values are; 0.280, 0.398, 0.412, 0.128, 0.343 and 0.507 for adequate training, appraisal systems, career development, equal opportunity, growth and development and promotion and benefits. Further, the value of R square is 0.200 and Durbin Watson stat as 2.092 with a probability value of 0.001, hence it shows that there is impact of career growth and development on quality of work life.
- The study shows the result of regression analysis and summarized the impact of compensation (bonus and incentives, fulfill financial commitment, par with competitive organization, personal savings, revises the pay structure, salary and benefits) on quality of work life from the sample respondents. It summarized the coefficient for bonus and incentives, fulfill financial commitment, par with competitive organization, personal savings, revises the pay structure, salary and benefits as; 0.175, 0.851, 0.299, 0.117, 0.140, -0.076,. In addition the value of R square is 0.166 and Durbin Watson stat is 2.078 with a probability value of 0.001. It indicated that there is impact of compensation on quality of work life.
- The result of regression analysis shows the impact of interpersonal relationship on quality of work life from the sample respondents. It indicated that the coefficient values are 0.177, 0.019, 0.024, 0.249, 0.816 and 0.304 for cordial relationship, easy communication, idea consideration, line manager, peer group and junior and superior relationships respectively. Further, the value of R square is 0.3203 and Durbin Watson stat is 2.0200 with a probability value of 0.001. It indicated that there is significant impact of interpersonal relationship on quality of work life.
- The impact of general well-being on quality of work life has been analyzed and the results are summarized. The corresponding coefficient values are; -0.1824, 0.1935, 0.6827, 0.1692, 0.2096, 0.3277 for ensure safety of women, family friendly programme, health and well-being, no physical or psychological, supportive work policy and transport facility respectively. Further, the value of R square is 0.1812 and Durbin Watson stat is 2.094 with a probability value of 0.001. It indicated that there is impact of general well-being on quality of work life.
- The results of regression analysis on the impact of work life factor (adequate freedom, care of my family, family support, fulfill expectation, good relation with family, time with family) on quality of work life has been studied. It summarizes the coefficient for adequate freedom, care of my family, family support, fulfill expectation, good relation with family, time with family as; 0.0261, 0.2636, 0.2719, 0.5615, 0.2582, 0.1502. In addition the value of R square is 0.2426 and Durbin Watson stat is 2.0787 with a probability value of 0.001. It indicates that there is impact of work life factor on quality of work life.
- Further the results of regression analysis shows the impact of social relevance of work on quality of work life and indicates the coefficient values as; 0.4832, 0.1154, 0.6605, 0.2445, 0.2319 for challenge job, deserve for the position, management support proud to work and societal respect respectively. Further, the value of R square is 0.2451 and Durbin Watson stat is 2.1356 with a probability value of 0.000. It indicates that there is significant impact of social relevance of work on quality of work life.



- The study clearly shows the rank of factors for the nature of job. It denotes the factors such as; secure job, nature of job, expectation, position, challenging and adequate authority. Among these selected factors; secure job ranks first, nature of job second, expectation third, position fourth, challenging fifth and adequate authority ranks sixth. It shows that secure job scores highest rank among the other factors.
- The results of rank for factors of working environment shows; facilities, no sexual harassment, no overwork load, environment, flexible working hours and equipment and tools. Among these selected factors facilities stands as the foremost factor for the working environment. Followed to this no sexual harassment, no overwork load, environment, flexible working hours and equipment and tools score second, third, fourth, fifth, and sixth respectively.
- The factors for career growth and development of respondents have been analyzed and the factors are such as; Career Development, Promotion and Benefits, Growth and Development, Adequate Training, Equal Opportunity, Appraisal Systems. It summarizes that Career Development, Promotion and Benefits, Growth and Development, Adequate Training, Equal Opportunity, Appraisal Systems score first, second, third, fourth, fifth and sixth rank respectively. From the results, it is important to note that most of the respondents accepted the factor career development.
- The survey clearly shows the rank of factors for compensation. It denotes the factors such as; Personal Savings, Par with Competitive Organization, Bonus and Incentives, Fulfill financial Commitment, Revises the Pay Structure and Salary and Benefits. Among these selected factors Personal Savings ranks first, Par with Competitive Organization second, Bonus and Incentives third, Fulfill financial Commitment fourth, Revises the Pay Structure fifth and Salary and Benefits ranks sixth. It shows that personal savings scores highest rank from these factors.
- The factors for inter-personal relations are; peer group and junior, line manager, cordial relationship, easy communication, idea consideration and superior relations. Among these selected factors peer group and junior stands as the foremost factor in the inter-personal relations. Followed to this; line manager, cordial relationship, easy communication, idea consideration and superior relations score; second, third, fourth, fifth, and sixth ranks respectively.
- The factors for general well-being of respondents have been analyzed and are; No Physical or Psychological Violence, Transport Facility, Ensure Safety of Women Employees, Supportive Work Policy, Health and Well Being, Family Friendly Policies. It summarizes that No Physical or Psychological Violence, Transport Facility, Ensure Safety of Women Employees, Supportive Work Policy, Health and Well Being, Family Friendly Policies ranks as first, second, third, fourth, fifth and sixth respectively. From the results it is important to note that most of the respondents accepted the factor 'No Physical or Psychological Violence'.
- The study clearly shows the rank of factors of work life. It denotes the factors such as; Family Support, Care of My Family, Good Relation with Family, Time with Family, Adequate Freedom and Fulfill Expectations. Among these selected factors Family Support ranks first, Care of My Family second, Good Relation with Family third, Time

with Family forth, Adequate Freedom fifth and Fulfill Expectations of Both ranks sixth. It shows that the family support scores highest rank from the factors.

- The ranks for the factors of social relevance of work have been computed such as; management support, proud to work, challenge job, societal respect and deserved for the position. Among these selected factors, management support stands as the foremost factor for the social relevance of work. Followed to this proud to work, challenge job, societal respect and deserved for the position score second, third, fourth, and fifth respectively.

## Suggestions

- The factors contributing towards individual performance is attributed by Quality of Work Life parameters which subsequently influences the work which the software professionals do. Motivation is the quantum of effort that oneself puts in their work which depends on the degree to which he/she feels that their motivational needs are satisfied. As quality of work life and motivation is influenced by several factors it is inevitable for organizations to create conducive organizational culture and environment that enhances commitment of employees towards it.
- As all demographic variables such as; gender, age, experience, marital status and etc., has its role in facilitating quality of work life which is an outcome of several provisions of quality of work life factors based on the findings of the study, it is inevitable to consider those factors, which consequences towards better working atmosphere and leads to individual and organizational productivity.
- Performance of an individual in work environment is attributed by means of set of factors that leverage behavior in relation to job or the quantum of experience and simplicity gained to perform the job. Performance is influenced by attention towards job, feedback System, effort and ability and training and development. Hence it is important to provide an environment that facilitates individual employees to work as individuals and in groups. Assigning important or key tasks in jobs, empowerment, freedom and liberty to work, monitoring at necessary time and intervals, providing feedback meticulously, identifying opportunities for career growth, formulating career plan to enable their efforts and abilities.
- Ensuring adequate pay and compensation is also an important determinant of Quality of Work Life which is influenced by all demographic variables such as; gender, position, qualification, experience, monthly salary and number of dependents. This factor as has shown significant difference between male and female employees, software companies needs to deal meticulously. Hence all companies need to have exhaustive information and analysis of the employees, needs, social and economic conditions and existing and imminent compensation structure.
- Software companies need to be meticulous in designing the pay structure as many are in awry of the existing, it is also reported that social loafing are in quite prevalence based on the clutch over international language, portion of those enjoy benefits as they do not originally deserve. Hence in consonance with the real commitment and sincerity pay has to be fixed. Non-monetary plans like recognition and appreciation are in dire need for the employees who originally work for organizations.

- Safety and healthy working conditions is one of the major attributes of quality of work life. However to the changes in managing human resource which ever changes, amidst the enactments and amendments in legislations and regulations problems persist that might be sexual harassment, abuse and misuse. The practice in individual organizations would pervade and would be hue to others and in general public, hence preservation and enhancement of health and safety inside the organization is pivotal. Moreover healthy and safety working environment leverages everyone to render best to the organization, similarly the provision of other facilities such as transportation, conducive and amenable working conditions and ensuring physical and mental safety.
- Development of capacities is also an essential component for the development of individual and organizations. It could be made possible by kindling creativity that is shrouded within individuals and by encouraging them to get acquainted with new initiatives, letting them the freedom of expression, sharing views, letting to voice their grievances and considering personal commitment.
- Career growth opportunity is also a factor that determines quality of work life. It is evident from the analysis that motivational factors, Job performance factors and demographic factors like; age, position and marital status has its significance on career growth and opportunity. Career advancement is one of the primary aspirations of every employee, hence proper training and growth opportunities to upgrade career promotion, technical skills, counselling, decision making skills, interpersonal relationship, stress management needs to be provided. It is also imperative to provide constructive career development mechanisms and opportunities to individual employees invariably. Thus how it provides professionals a sense of direction and opportunity to explicit internal growth opportunities.
- Social integration is harmonious and healthy relationship between the employees in the work place. It is influenced by motivational factors, Job Performance factors and salary levels. In software companies the factors that enable social integrity are relationship with peers, subordinates, superiors and sense of attachment with the organization. Communication is yet another factor which determines social integration in work place. It is suggested from the study that feedback on performance has to be made and given after understanding the personal concerns.
- Constitutionalism in the work in organization is also a major determinant of quality of work life. Inter alia few demographic factors such as gender, position, qualification and experience are also influencing. Gender wise, qualification and experience wise variables would leverage it. Employees/respondents felt that ensuring privacy, fair and equal treatment, and freedom of speech in organization, protection of radical rights, and institutional support towards privacy enhances their constitutionalism within the organization.
- Work and the Total Space of Life is another major factor that is attributed by the changing lifestyle which demands balance between work and life. This craves to mend time to manage work schedules and responsibilities. Amongst women it attributes as one of the major variable which influences Quality of Work Life. Similarly all demographic variables influence balance between work and life. Organization need to have a concern over the employees' family commitments, facilitate to balance between work and

family. Otherwise flexible working hours and work from home could be introduced in stark to fulfil their personal commitments which consequences towards a better work-life balance.

- Organizations/software companies could move ahead to provide a platform for the employees to perform societal activities for the welfare of the society which retaliates name and fame for the companies. However organizations could prioritize demographic variable as they are well associated and facilitate conducive working environment.

## Conclusion

Organizations in the of late realized the significance of Quality of Work life and provides as to enhance it. This could be known from the modalities and activities of organizations concentrating more on improving the Quality of Work life in the prevailing competitive business environment. Organisations are forced to deliver products of highest quality and at reasonable and competitive prices. It is possible only when the organizations are able to achieve productivity. One among the important means of achieving productivity as all know is improving Quality of Work life in the organization.

It is for this purpose, this study has been conducted in select software companies in Chennai in order to know whether Quality of Work life is prevailing or not and on the basis of the findings of the study, necessary suggestions have been given in order to improve Quality of Work life. The research study explicate the descriptive details of Quality of Work Life among the select software companies in Chennai. The mainstream of the study is based on walton's eight factor model of quality of work life such as; Fair and adequate compensation, Safe and healthy Working conditions, Use and development of human capacities, Opportunities for career growth, Social integration in organization, Constitutionalism in the work organization, Work and total space of life, Social relevance of the work in the life. It has been concluded from regression analysis that adequate compensation and opportunities for career growth explains and exert a very significant contribution towards enhancing the Quality of Work Life in select software companies in Chennai.

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