

## QUALITY OF WORK LIFE AND JOB SATISFACTION AMONG EMPLOYEES OF E-COMMERCE SECTOR: A STUDY OF JAIPUR DISTRICT

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### ABSTRACT

*Today employees expect quality of work life, more than financial benefits from the organization. With the advent of new technologies, factors related to mental health in e-commerce sectors are taken into consideration more than ever. Studies have revealed that one of the factors affecting the productivity of employees in an organization is quality of work life. Another influential factor is job satisfaction which is important in the improvement of work environment conditions and organizational efficiency. Quality of work life is an experience which an employee feels about the job and work place in organization. The purpose of this paper is to identify the relationship between two variables like, quality of work life and job satisfaction. The study is an attempt to explore the better understanding of quality of work life and employee job satisfaction in e-commerce sector. Findings of the study will help the management and employees of e-commerce companies to understand the level of quality of work life of e-commerce sector employees.*

**KEYWORDS:** *Financial Benefits, Quality of Work-Life, Job Satisfaction, Organizational Efficiency.*

### Introduction

Human behaviour is the concern for all. Parents are really worried about the behaviour of their children, teachers complain about the lack of interest in the students, and the employers are vinegary about the lack of devoir from their employees. The enigma remains still moot why people behave as they do. When the reputed firm's highly paid employees go on strike in some other form of clash the typical reaction of the organization is at chagrin. The assumption is that when an employee is well remunerated for his time and labour he is suppose to be stimulated to carryout responsibilities entrusted to him or her and he should be happy with his job but the traditional methods of motivating the employees have become ineffective. Technological developments can be taken as a key factor, even though advanced technology is increasing the efficiency but it has impact on work-place environment. The new form of work organization must stand for an optimal balance between technical demands of job and social needs of the people performing it. This mounting interest in the new form has been accompanied by the detonation of the term QWL. QWL will have direct and not direct association with the economic and social welfare of large portion of population which lies beyond the domain of Industry. Quality of work life is significant to all the organizational inputs which leads to employees' satisfaction and influence organizational effectiveness. The importance of quality of work life is to extend jobs and working conditions that are outstanding for employees as well as economic strength of the organization. It refers to the level of motivation, satisfaction, commitment, involvement of an employees and appraising for the best performance of the employees as per Organizational objectives an individual experience with respect to their work. Improved QWL naturally helps to improve the employee's and world also improves the performance of the Industry or enterprises.

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Companies are ready to do everything possible to keep their employees happy and are pampering them like never before with new policies like flexi-timings, day care centers, fun and games at work, team outing spas and for kids, extended maternity leave, health care centers, medical insurances, fun and games at work, team outing, spas and gyms at office etc. Employees tend to feel motivated when they feel that the organization is putting extra effort in providing a healthy balance between work and life. Motivated employees not only enhance the productivity but also help creating a positive work environment at office.

Today, an employee is not looking at their employer just a job but they want the company to care for their work life balance and their well being. If a company addresses these needs, in addition to providing great career opportunities, they can be very successful in providing job satisfaction to the employees. Companies are adopting new means to ensure that their employees get enough time to enjoy their personal life and spend time with family. The concept of QWL can be defined in subjective and objective forms. From the subjective viewpoint, it can be referred to the perceptions and conceptions of the staff in the working area. From the objective viewpoint, it can be referred to items such as, programs, activities pertaining to real working conditions in an organization including, salary, benefits, welfare conditions, hygiene, safety, participation in making decision, supervising, miscellaneous and working circulation...etc.

### **Job satisfaction**

Job satisfaction is the feeling a worker has about his or her job experiences in connection to previous experiences, current anticipations, or accessible alternatives. Job satisfactions explained as employees like or dislike their professions in general. The quality of work life (QWL) has gained increasing currency since initial discussion supporting the concept began in the USA and Scandinavia in the 1960s and 1970s. Currently, emphasis on the quality of work life strategies have revolutionized organizations' ability to increase the level of staff job satisfaction, to improve their performance, to decrease job turnover rates and alleviate their tension and heighten the level of productivity. Now quality of work life (QWL) has become an increasingly important consideration for both employees and employers.

### **E-Commerce Industry**

The e-commerce has transformed the way business is done in India. The Indian e-commerce industry has been on an upward growth trajectory and is expected to grow at a Compound Annual Growth Rate (CAGR) of 28 per cent from 2016-20 to touch US\$ 63.7 billion by 2020 and overtake the US by 2034.1 The sector reached US\$ 14.5 billion in 2016. Much growth of the industry has been triggered by increasing internet and smartphone penetration. The ongoing digital transformation in the country is expected to increase India's total internet user base to 829 million by 2021 (59 per cent of total population), from 373 million (28 per cent of population) in 2016, while total number of networked devices in the country are expected to grow to two billion by 2021, from 1.4 billion in 2016. The problem adopted for the research here is- "Quality of Work Life and Job Satisfaction among employees of E-commerce Sector". This study is helpful in understanding the various factors of QWL which are considered important by the employees. The study not only aim at examining the roles of various facets of QWL, but also determining that there are certain combination of factors that influence QWL to a greater or lesser extent. Moreover the study further explored the effect of gender and salary on the QWL of employees; this study also tried to find out the relationship between QWL and job satisfaction.

### **Review of Literature**

**Jaime Bonache, (2015)** indicated that among expatriates, repatriates and domestic employees, there are some significant differences in the satisfaction ratings on job characteristics, career prospects, and internal communication.

**Rahman Abdul et.al (2016)** revealed that job satisfaction and organizational commitment had negative effect on turnover intentions, whereas perceived alternative job opportunities had significant positive correlation with turnover intentions and is the major factor associated with turnover intention among IT Professionals in Pakistan.

**Saad H.S. et.al (2016)** analyzed ten variables to measure Quality Work Life (QWL) namely support from organization, work-family conflict, relationship with peers, self competence, impact on job, meaningfulness of job, optimism on organizational change, autonomy, access to resources and time control. All these variables are tested the relationship with job satisfaction. The test indicated that each of

the QWL variables on its own is a salient predictor of Job Satisfaction. However, 7 QWL variables are no longer significant predictors for job satisfaction when all the 10 QWL variables are entered into the regression equation. Using multiple linear regressions, only 3 QWL variables (meaningfulness of job, optimism on organizational change and autonomy) are significantly related to Job Satisfaction.

**Hayat M. et.al (2014)** showed high job-satisfaction levels, insignificant staff turnover rate, and major dissatisfaction regarding emolument and packages among National Highway Authority employees. Furthermore, employees felt that instead of performance-based compensations, decisive factors were seniority, relationships and political influence. They also feel that Salary increase will enhance transparency, suppress corruption and increase performance of the employees.

**Hypothesis Framework**

**H<sub>0</sub>(1)** Perception of Employees towards factors of QWL is Independent of Gender

**H<sub>0</sub>(2)** Perception of Employees towards factors of QWL is Independent of Salary

**H<sub>0</sub>(3)** There is no significant association between QWL and Job Satisfaction

**Research Instrument and Methods**

This study was restricted to Jaipur region only. The sample size was 100 employee respondents of e-commerce Industry. For the purpose of selection of respondents, quota sampling technique was used. Quota was fixed before getting the questionnaire filled that ratio between managers and officers would be 1:3. The study was conducted with pre structured questionnaire. Thus, these results suggested that the instrument was reliable and valid for use for this study. Samples collected from – Gimar Soft (Car Dekho.com), Angara ecommerce Pvt Ltd., Vivacity private limited and Gemporja (Jaipur Unit)

**Analysis of Data**

In the present study, firstly, the data was coded and tabulated to find the effects of various socio-economic variables on the attitudes of respondents. A factor analysis was carried out to summarize the structure of the sets of variables. The hypothesis formed for the purpose was tested statistically for their significance according the independent-t test. Mean score were calculated by assigning (1) strongly disagree and (5) strongly agree, hence lower mean score indicates disagreement as compared to higher mean score. In addition, where there were more than two groups, the dependent variables are analyzed with the help of (one way) ANOVA and where applicable, a post hoc testing was conducted to determine the exact nature of the differences, if an overall difference was found. In this study, a default  $\alpha = 0.05$  was used to determine the level of significance. To understand the relationship between QWL and job satisfaction among employees Karl Pearson correlation was used, ignoring the possible effect of all other influences. The data was analyzed using SPSS version 23.0 for window throughout the study.

**Factor Analysis**

In order to test the suitability of data for factor analysis, the following steps are followed:

Kaiser-Meyer-Olkin measure of sampling adequacy (KMO) was .917 for overall sample that indicate that the sample was good enough for sampling. Barlett’s test of Sphericity showed statistically significant number of correlations among the variables . Hence as revealed by the above parameters the data was found to be fit for factor analysis.

**Table : KMO And Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.917
Bartlett's Test of Sphericity	Approx. Chi-Square	5489.203
	Df	1354
	Sig	.000

**Table : Naming of Factors**

Factor Name	Total (Eigen value)	% of explained Variance	Variables	Factor Loading
Equitable and growth environment	4.728	9.093	Advancement opportunities	.757
			Grievance handling procedure	.722
			Rules are equally applicable to all.	.634
			The management consults employees	.627
			Hard work and achievements are recognized appropriately	.607
			Gross emoluments commensurate with ability to pay	.501
			Gross emoluments commensurate with its ability to pay	.498
			Performance appraisal and promotions	.452
			Advancement opportunities	.413

Self esteem	4.061	7.810	Advancement opportunities	.741
			Conditions on job	.734
			Quality of work performance	.610
			Meaningful training programs	.574
			Most of activities at work are challenging and innovative	.470
			Conditions on job	.406
Organization's culture	3.091	5.945	Celebration of functions	.703
			Operations of routine and repetitive nature	.592
			Suggestions made by employees	.480
			People or staffs are enough to get all the work done	.465
			Management is always helpful	.423
Job security	3.006	5.781	Advancement opportunities	.422
			No need to worry about the termination	.744
			Technological changes	.639
			Fringe benefits and welfare measures	.607
			Income from job	.527
			Work load	.500
Time pressure	2.600	4.999	Gross emoluments	.413
			No requirement to stay at work place beyond work hours	.404
			no requirement to stay at work place beyond work hours	.743
			Work load	.610
			Work schedule allows to As per conveniences	.583
Organization's effectiveness	2.547	4.898	State of mind remains Peaceful	.407
			The amount of paper work in this organization is reasonable	.686
			In this organization employees are insured against life hazards like health accidents	.595
			Enough information to set the job done.	.541
Self determination	2.514	4.834	Help and equipments	.460
			Standards of work	.661
Decision making	2.060	3.961	Enough time to get the job done during office hours.	.551
			This organization supports institutions engaged in the promotion of education, culture, etc .in the society.	.752
			Least interference from the boss.	.438
Fringe benefits and welfare measures	2.016	3.876	Fringe benefits and welfare measures	.658
			planning and implementation	.618
Social and physical environment	1.912	3.678	Work assigned as separate whole task	.470
			Family and social obligations	.721
			freedom to decision making	.472
Challenge in job	1.910	3.674	freedom to decide	.405
			particular about attendance, conduct, etc.	.708
Union-management relations	1.653	3.178	work in collective interest	.556
Career planning	1.416	2.722	Union-management relations	.753
Opportunity for continued growth	1.259	2.421	career planning and development cell	.840
Discipline enforcement	1.225	2.356	Development of new skills and abilities	.787
			unjust and unfair competition	.856

### Hypothesis Testing

Researcher has tried to explore the relationship between demographic variables and QWL.

Table shows that H0 (1) is rejected partially in case of Organization's effectiveness, as significance value is .019. Thus it can be said gender of employee's influence the importance attached especially to "Organization's effectiveness". Table clarifies that since there is positive value of mean scores of organization's effectiveness in case of female employees than male employees so it can be concluded that female employees perceives organization's more effective as compared to male employees.

**Table: Gender Views**

Gender	N	Mean	Std. Deviation	Std. Error Mean
Female	50	.1932184	.94581546	.0924648
Male	50	-.1487004	1.06653523	.1007446

Table shows that H0 (2) is rejected partially as significance value was less than 0.05. Thus, it can be said that salary of employees influence the importance attached especially organization's culture variable. For further analysis post hoc is used in for the said factors. Table provides, a higher mean score indicates that more than Rs.30000 salaried employees have showed greater agreement with "Organization's culture" than Rs.10000 -20000 and Rs.20000-30000 salaried employees, thus the positive value of mean difference (i-j) indicates that Rs. 30000 salaried employees have assigned greater

importance to "organization's culture" as compared to Rs. 10000-20000 and Rs. 20000-30000 salaried employees.

**Table: Dependent Variable Mean Difference: Factor Table**

(I) Salary	(J) Salary	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
More Than 30,000	Less Than 10,000	.44312538	.31890121	.166	-.1856397	1.0718904
	10,000-20,000	.65498583(*)	.26027519	.013	.1418114	1.1681602
	20,000-30,000	.72130737(*)	.26527632	.007	.1982724	1.2443423

\* The mean difference is significant at the .05 level.

**Table : Anova and F Test Between Salary and Factors**

Factors		Sum of Squares	Df	Mean Square	F	Sig.
Equitable and growth environment	Between Groups	17.310	3	5.770	6.205	.000
	Within Groups	189.690	204	.930		
	Total	207.000	207			
Self esteem	Between Groups	5.302	3	1.767	1.787	.151
	Within Groups	201.698	204	.989		
	Total	207.000	207			
Organization's culture	Between Groups	8.047	3	2.682	2.751	.044
	Within Groups	198.953	204	.975		
	Total	207.000	207			
Job security	Between Groups	9.604	3	3.201	3.308	.021
	Within Groups	197.396	204	.968		
	Total	207.000	207			
Time pressure	Between Groups	2.180	3	.727	.724	.539
	Within Groups	204.820	204	1.004		
	Total	207.000	207			
Organization's effectiveness	Between Groups	4.879	3	1.626	1.641	.181
	Within Groups	202.121	204	.991		
	Total	207.000	207			
Self determination	Between Groups	1.431	3	.477	.473	.701
	Within Groups	205.569	204	1.008		
	Total	207.000	207			
Decision making	Between Groups	.176	3	.059	.058	.982
	Within Groups	206.824	204	1.014		
	Total	207.000	207			
Fringe benefits and welfare measures	Between Groups	3.652	3	1.217	1.221	.303
	Within Groups	203.348	204	.997		
	Total	207.000	207			
Social and physical environment	Between Groups	6.253	3	2.084	2.118	.099
	Within Groups	200.747	204	.984		
	Total	207.000	207			
Challenge in job	Between Groups	5.896	3	1.965	1.994	.116
	Within Groups	201.104	204	.986		
	Total	207.000	207			
Union-management relations	Between Groups	7.182	3	2.394	2.444	.065
	Within Groups	199.818	204	.979		
	Total	207.000	207			
career planning	Between Groups	1.314	3	.438	.434	.729
	Within Groups	205.686	204	1.008		
	Total	207.000	207			
Opportunity for continued growth	Between Groups	1.560	3	.520	.516	.671
	Within Groups	205.440	204	1.007		
	Total	207.000	207			
Discipline enforcement	Between Groups	1.975	3	.658	.655	.581
	Within Groups	205.025	204	1.005		
	Total	207.000	207			

\* The mean difference is significant at the .05 level

Table shows that H0 (3) QWL and Job satisfaction having positive correlation. It provides the coefficient of correlation between quality of work life and job satisfaction, it describes positive direction. It means that QWL has positive relation with job satisfaction. Thus our null hypothesis that QWL has no association with job satisfaction is rejected. The results signify ( $p < 0:01$ ) that there exists significant correlation between QWL and job satisfaction.

**Table: Correlations Between QWL and Job Satisfaction**

		<b>Job satisfaction</b>	<b>Quality of work life</b>
Job satisfaction	Pearson Correlation	1	.194(**)
	Sig. (2-tailed)		.006
	N	244	202
Quality of work life	Pearson Correlation	.194(**)	1
	Sig. (2-tailed)	.006	
	N	202	208

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

### Conclusion

As per findings from the previous researches the independent variables which we are use to determine the e-commerce employee's perception towards QWL as a whole are proven to be related to job satisfaction. Endless numbers of research studies show that an organization can only achieve its goal from an economic perspective to the extent that the employees at the heart of the organization share these goals, are motivated, and are given the re-sources to do their work effectively. There is a consensus that all of the following job attributes must be addressed to motivate employees and enable them to achieve the organizations, goals: autonomy, feedback, support, feeling their work contributes to organizations goals, having the resources need to do their task, and knowing the limits and extent of their work as QWL. Low quality of work life may affect the quality of services and organizational commitment. This is indicating the majority of employees are unsatisfied with most aspects of work life. The results show that having high income and interesting as well as satisfying work are the most important issues for a high quality of work life. A large minority of employees are dissatisfied their stress level, work and family balance, and career prospects. Furthermore, there are a number of contributed factors, affected by perceived outcomes with these particular issues. The implications of these findings are currently being deliberated as they rotate to improving QWL. These findings may also be of relevance and value to employees, researchers, evaluators, human resource planners and administrators of similar health care organizations. Employees' satisfaction levels highlight one of the most confounding problems faced by management. Across various employee groups there are a number of differences in satisfaction levels on specific indicators. Senior Managers could quite reasonably devote significant resources to managing life- stage issues alone.

### Recommendations

- Improve communication.
- Undertake a review of relevant existing policies and extend their scope where appropriate.
- Work place should be responsive to employee's needs.
- Employees development
- Consider implications for quality of work-life to workloads and working outside conventional hours.
- Job enrichment to give employee the freedom and responsibility in achieving work goals
- Deeper understanding of the inter play between work & family should be encouraged.

### Limitations and Scope for Further Research

The present study suffered from some limitations like small sample size and limited area of investigation which might not be true representative of the whole population of the e-commerce sector. So, before generalization, there is a need to conduct an in-depth study covering larger sample size and broader areas of investigation. Further research should be conducted in order to identify other factors that could contribute to e-commerce employee's QWL. In summary, the limitations of individual job satisfaction had been pointed out in the literature for assessing the QWL and there had been a little attempt in the past to measure QWL in terms of job satisfaction. So this study is an attempt to further

develop theoretical underpinnings to the available literature on QWL. Study recommends that further study can be done on impact of QWL of employees on their productivity and/or job commitment.

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