

The Impact of Quality of Work Life on Job Involvement of Auto Mechanic Employees.

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Abstract

The present study was conducted with the aim of investigating the Impact of Quality of Work Life on Job Involvement of Auto Mechanic Employees in Batticaloa District. The Quality of Work Life refers to improvement in organizational culture that causes growth and excellence of the employees in organization (Shabhazi, Vaezi & Sanaei Poor, 2009). Rise in quality of work life would help employees' well-being there by the well-being of the whole organization. The quantitative method was used and data were collected through questionnaires. Most popular Auto Mechanic organizations such as; New Jerad Motors, Central Motors and Amedhas Motors in Batticaloa District, Sri Lanka were selected among the population and 52 questionnaires were distributed to the employees who are working in those selected organizations.. The data were analyzed using Mean score, Standard deviation, Pearson correlation and Simple regression analysis. The results indicated that there is a significant impact of quality of

working life and its dimensions including Fair and appropriate Salary, Working condition, Opportunity at work and Capacity at work on job involvement of selected Auto mechanic employee. It is observed that quality of work life is related to employees' job involvement. This shows that employers need to develop working conditions and greater organizational efficiency to enhance high Job involvement among the employees.

Keywords: Quality of Work Life, Fair and appropriate salary, working condition, opportunity at work, capacity at work, Job Involvement

Introduction

According to the population growth, high competition, and need for greater efficiency of the existing facilities have resulted in more attention and emphasis on important factors such as human resources working in these organizations.

The concept of work life quality was first coined in 1962. Quality of working life is a multidimensional issue including welfare and health facilities, job security, job design, job security, career development and progression, training, improvement, etc. Quality of working life refers to the level or degree of satisfaction, motivation, participation, commitment and accountability of employees in the workplace and it is of the most important factors which show that to what extent one is able to satisfy his personal needs at work and in the organization such as when he is at home or in society. It gives a sense of belonging to the organization, a sense of being their-self and includes a sense of being worthy and respectable (Morin et al., 2003).

The concept of job involvement was first introduced by Lodahl and Kejiner in 1965. It has a direct correlation with job satisfaction and also influences the work performance, sense of achievement and unexplained absenteeism (Robinowitz and hall, 1977). Therefore, according to the significant influence of job involvement of employees which leads to enhancement of job satisfaction, increase of organizational commitment and reduction of job changes (Bakker et al., 2011; Hassan & Ahmed, 2011), organizations should strive to improve their employees' standard of living in order to walk towards improvement of the organization using such an approach.

By providing quality of work life, organizations are keen on tapping employees' job involvement. Job involvement by an employee is seen as an indicator of high performance and an organization's return on investment. Therefore, since employees in an Auto mechanic sector are connected with different strata of society in different ways, it is expected that development of their competencies and providing an environment that makes them more committed and attached to their jobs have a great impact on the quality of services they offer.

1. Background of the Study

Humans need a rewarding atmosphere that motivates them to be creative and effective at their work, so quality of work life in various aspects as health safety, cooperative co-workers, reasonable care of employee's needs and development, satisfying salaries and comfortable work place are vital things to be offered if we seek job involvement among employees that leads to effectiveness and efficiency which in its turn will improve the whole economic view in the establishments and solve many financial problems. As a result of that, it is needed to attract attention to the necessity of high quality of work life for Auto mechanic employees as it plays a vital role in development in working environment in the selected Auto mechanic organizations of New

Jerad Motors, Central Motors and Ameledhas Motors in Batticaloa District.

2. Statement of the Problem

The study of Quality of work life and its effect on Job involvement of Auto mechanic sector employees are crucial for the fulfillment of the goals of organizations and innovation capabilities. The organizations are facing some

“What Is The Impact of Quality of Work Life on Job Involvement of Selected Auto Mechanic Employees In Batticaloa District?”

3. Research Questions

1. What is the level of Quality of work life of Auto mechanic employees in Batticaloa?
2. What is level of Job involvement of Auto mechanic employees in Batticaloa?
3. Is there any relationship between Quality of work life and Job involvement of Auto mechanic employees in Batticaloa?
4. What is the impact of Quality of work life on Job involvement of Auto mechanic employees in Batticaloa?

5. Research objectives

common problems such as the Reduction in quality of work done by the employees; fall in the position or the rank captured by the organizations already and employees' poor an irregular attendance to work. So, there is a need to investigate the impact of Quality of work life on the employee job involvement of selected Auto Mechanic organizations employees' in Batticaloa District. Hence, the overall research problem is:

Specifically, the study is intended to achieve the following objectives;

1. To identify the level quality of work life of Auto mechanic employees in Batticaloa
2. To identify the level of job involvement of Auto mechanic employees in Batticaloa
3. To identify the relationship between the Quality of work life and Job involvement of Auto mechanic employees in Batticaloa
4. To identify the impact of quality of work life on Job involvement of Auto mechanic employees in Batticaloa

6. Review of Literature

Job involvement is a descriptive belief of the present job and tends to be a function of how much the job can satisfy one's present needs (Kanungo, 1982). Work attachment refers to

the extent one replicates his job, involve himself in the job actively and respect his performance as an important factor in order to valorize himself (Robins & Carter; cited in Mehrabizadeh Honarmand & Talebzadeh, 2001). Emergence of job involvement among the employees of an organization results in positive consequences for the organization including organizational citizenship behavior, job satisfaction, safety performance, and not wanting to leave the organization, consequently, identify factors influencing elevation of job involvement is significant in the meantime (Keshtkaran et al., 2012). According to Gonzalez & Grazzo (2006), employees with high levels of job involvement are more satisfied with their job and more successful. Moreover, leaving the job and absenteeism rates are less in comparison to workers with low job involvement. Job involvement helps individuals with organizational effectiveness, employee morale and positive perceptions of work (Rogelberg & Reiter-Palmon, 2007). Job involvement has been linked to job related behaviour as well as being a subsequent predictor of job related outcomes such as “intentions to leave an organization, professional commitment and ethical behaviour, psychological ownership for ownership and performance, lower role of conflict and role ambiguity and an

employee’s readiness to change” (Freund, 2005; Clinebell and Shadwick, 2005; Van Dyne and Pierce, 2004; Leong et al., 2003).

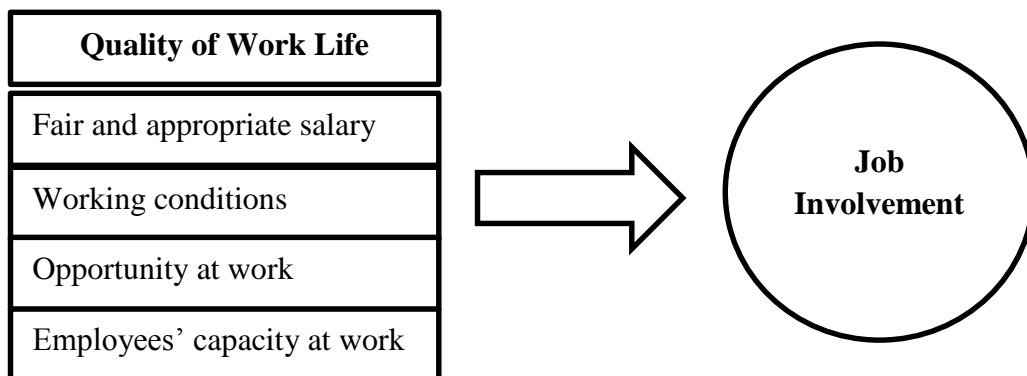
An effective Quality of Work Life is basically a tool to improve working conditions (an employee’s perspective) and greater organizational efficiency (mainly from an employer’s perspective). Many investigations have declared that quality of working life has an important impact on behavioral reactions of employees such as job satisfaction, job efforts, job performance, intention to leave the organization and organizational relocation (Sirgy et al., 2001). Prof. Richard E. Walton (1975) identified eight dimension that make up Quality of work life framework and Fair compensation, Immediate opportunity to use develop human capacities, future opportunities for continued growth and security, Social integration in the work, Constitutionalism and rights for privacy in the work organization and the total life space refer to the balanced role of work, Social relevance of work. Quality of work life does not only contribute to an organization’s ability to recruit quality human capital, it also enhances an organization’s competitiveness. There is a changing value of the workforce indicating that employees today are more interested in elevating both their quality of life and quality of work life. It is suggested that companies offering better quality of work life

and supportive working environments will likely be at an advantage when it comes to hiring and retaining valuable people (May, Lau & Johnson, 1999). Taylor and Cosenza (1998) mention that while money is still important, it is not sufficient to inspire employees' involvement or commitment to the organization.

Whatever the demands and needs of a person are met, he is more likely to have more job involvement and to be more satisfied with his supervisors and colleagues (Bazzaz Jazayeri,

2006). Employees who perceive their QWL positively and are satisfied with their work and organization have higher wellbeing because an individual's QWL influences his/her health and psychological well-being. Quality of Work Life also significantly influences the non-working life of an individual and is also a major predictor of psychological, health wellbeing and also for life satisfaction (Martel & Dupuis, 2006; Sirgy et al., 2001; Srivastava, 2008; Wilson et al., 2004).

7. Conceptual framework



Source: Walton's (1974) Quality of Work Life Model was adapted and modified

Operational Definitions

7.1 Quality of Work Life (QWL)

Quality of work life is viewed as perceived working condition in an organization. Sirgy, Efraty, Siegel and Lee (2001) define quality of work life (QWL) as “employee satisfaction with a variety of needs by means of resources, activities, and outcomes

stemming from participation in the workplace”.

7.1.1 Fair and Appropriate salary

Human beings work for livelihood. Therefore successes of rest of the initiatives

depend upon fulfillment of this. However, important here is that compensation offered must be adequate. It must be proportionate to labor and there should be internal consistency among salaries of employees.

7.1.2 Working Condition

Unsafe and hazardous working conditions cause problems to both employers and employees. There may be little advantage to the employer in short term but in medium and long terms, it adversely affects the productivity. Therefore adequate investment must be made to ensure safe and healthy working condition.

7.1.3 Opportunities at work

This is related to career aspects of employees. Meaningful career paths must be laid down and career mapping of employees is to be followed.

7.1.4 Employees' capacity at work

The workers have become routine, meaningless and too specialized, depriving the employees of fulfillment satisfaction. Therefore, efforts should be made to increase the autonomy, perspective and exposure multiple skills.

7.1.5 Job Involvement (JI)

Job involvement by an employee is seen as an indicator of high performance and an organization's return on investment. By providing quality of work life, organizations are keen on tapping employees' job involvement.

8. Hypotheses

Based on the research problem and model, the following null hypotheses are formulated;

H1: There is significant relationship between Quality of Work Life and Job Involvement in in Auto Mechanic organizations.

H2: There is impact of Quality of Work Life on Job Involvement in Auto Mechanic organizations.

9. Methodology

It is a quantitative method of study because the questionnaire type was used to assess the Quality of Work Life and Job involvement of the employees who are working in Auto mechanic organizations in Batticaloa district. Data will be collected in a single time from the respondents.

9.1. Data Collection Method

The data was collected through 52 employees in the three Auto Mechanic

organizations (New Jerad Motors, Central Motors, Ameledhas Motors) from a large population around 10- 15 organizations in the Batticaloa district. These three organizations were selected based on the capacity of the organizations. Majority of the Auto mechanic employees are represented from these three organizations.

Questionnaires consisted of structured (close ended) questions. This instrument consisted of three sections section A, section B, and section C.

Section A consisted of questions on the general demographic information of the respondents.

Section B measured the Quality of Work Life of the respondents in selected Auto mechanic organizations. It was adopted from the Walton's Quality of Work Life model and modified. These include: Fair and appropriate salary, Working condition, Opportunity at work and Capacity at work.

Section C of the questionnaire measured the respondent's Job involvement in selected Auto Mechanic organizations.

9.2 Data analysis

For this study, descriptive statistical analysis has been adopted using SPSS (Version 22). The study adopted a 5 point Likert scale the values were ranging from 1- 5. Each respondent will be asked to rate each item on the response scale. 1= Strongly Disagree, 2= Disagree, 3= either disagree or agree, 4= Agree and 5= Strongly Agree. The Decision criteria for the mean score of 5 point Likert scale measurement were adapted from Hair et al. (2006) to determine the level of Quality of work life and job involvement of auto mechanic employees as follows;

| Mean value | Level |
|------------|----------|
| 1 - 2.49 | Low |
| 2.5- 3.49 | Moderate |
| 3.5- 5 | High |

The collected data are analyzed using statistical and inferential tools such as Mean

scores, Standard deviation, Pearson Correlation analysis and Regression Analysis.

10. Findings

This part of the study presents the results of the research. The data analysis is presented in three main sections.

10.1. Demographic factors

Graphs and charts below present the demographic profile of the respondents. All of the respondents were male of the total sample.

10.1.1 Name of the Respondent's Organization

As far as respondents' organization is concerned, highest number of respondents were from New Jerad Motors and Central Motors (36.54%) and the remaining were work in Ameladhas Motors (26.92%)(figure5.1).

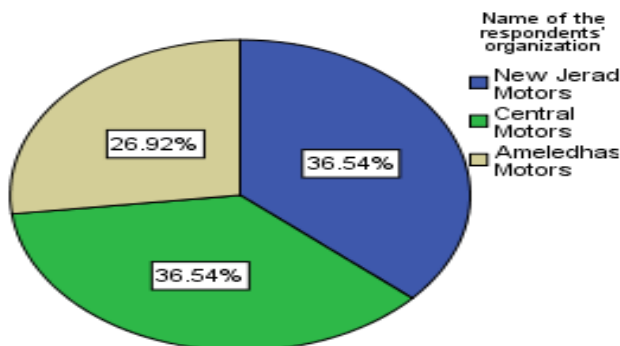


Figure 5.1 Name of the Respondent's Organization

10.1.2 Age groups

In terms of age groups, most of the respondents belonged to the age category of below 25 (51.92%) and a small portion, i.e., 21.15% per cent belonged to 36-45 years age group (figure 5.2).

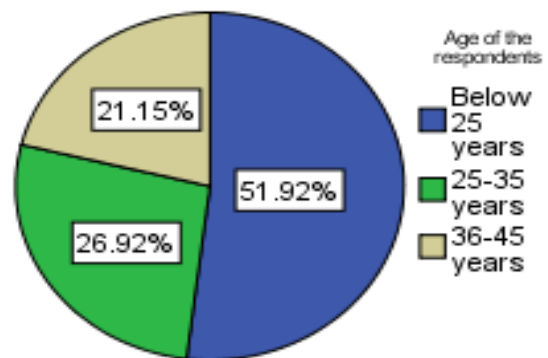


Figure 5.2 Age groups

10.1.3 Salary scale of the respondents

The data points to salary scale of the respondents. Larger numbers of respondents that are 36.54% are getting a salary below Rs.15000 and only few that is 9.62% of the respondents are getting above Rs.36000 (figure 5.3).

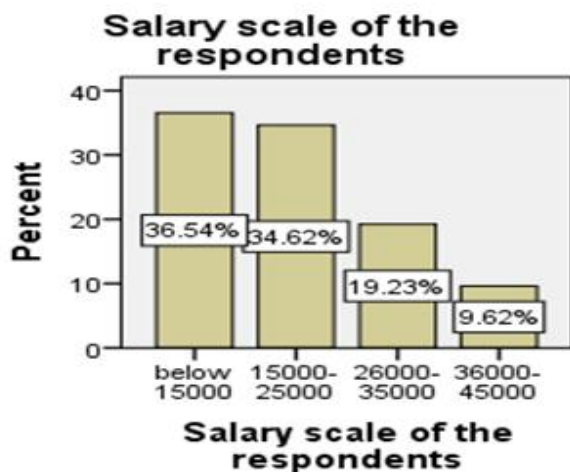
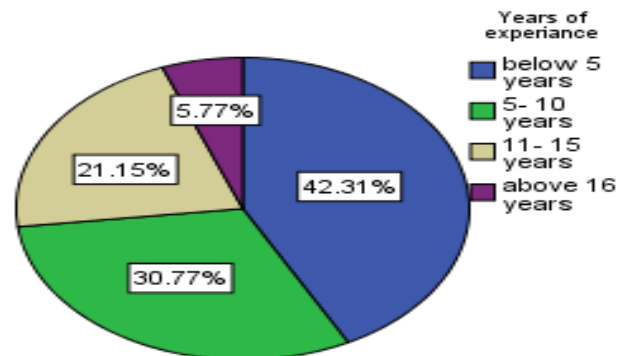


Figure 5.3 Salary scales of the respondents

10.1.4 Years of experience

In terms of years of experience, bulk of the



respondents work less than 5 years (42.31%) and a small portion, i.e., 5.71% respondents working more than 16 years.

Figure 5.3 Years of experience

10.2. Level of Quality of work life and Job Involvement

In order to achieve the first objective and to find out the level of Quality of work life and Job involvement of the employees, mean scores and Standard deviation was measured.

The table below shows the mean and standard deviation of variables

10.2.1. Fair and appropriate salary

| Dimension | Variables | Mean | Standard deviation | Level |
|-----------|--|------|--------------------|----------|
| | I feel I am being paid a fair amount for the work I do | 2.71 | .776 | Moderate |

| | | | | |
|--|--|------|------|----------|
| Fair and appropriate salary | I am satisfied with my extra benefits my company offers to me | 3.00 | .907 | Moderate |
| | I feel unappreciated by the organization when I think about what they pay me | 4.25 | .556 | High |
| Overall Fair and appropriate salary | | 3.32 | .442 | Moderate |

Respondents are having a moderate level of satisfaction with the compensation and extra benefits given while there is a high level of feel unappreciated by the organization when employees think about what they pay for them.

Overall the fair and appropriate salary is at a moderate level (mean value= 3.32, SD= 0.442) in the selected Auto Mechanic organizations.

9.2.2. Working condition

| Dimension | Variables | Mean | Standard deviation | Level |
|----------------------------------|--|------|--------------------|----------|
| Working condition | I feel satisfied with my weekly work journey | 2.83 | .985 | Moderate |
| | I feel satisfied about my work load | 3.35 | .683 | Moderate |
| | I feel satisfied with the salubrity level in the workplace | 3.50 | .505 | Moderate |
| Overall Working condition | | 3.50 | .505 | Moderate |

The employees are moderately satisfied with the weekly work journey, work load and with the salubrity level in the workplace. Overall working

condition of the selected Auto mechanic organizations are at a moderate level, that is with mean score of 3.50 and SD= 0.505.

9.2.3. Opportunity at work

| Dimension | Variables | Mean | Standard deviation | Level |
|---------------------|---|------|--------------------|----------|
| Opportunity at work | I feel satisfied with my opportunity of professional growth | 3.38 | .796 | Moderate |
| | I feel satisfied with my training practices | 4.31 | .612 | High |

| | | | | |
|------------------------------------|--|------|------|----------|
| | I feel satisfied with the situations and the frequency that occur resigning at the workplace | 2.71 | .825 | Moderate |
| Overall Opportunity at work | | 3.46 | .391 | Moderate |

The employees are moderately agree with the opportunity of professional growth and situations and the frequency that occur resigning at the workplace while the employees are highly satisfied with training

opportunities at workplace. The Auto mechanic employees in these organizations are satisfied at a moderate level (Mean= 3.46 and SD= 0.391).

9.2.4. Employees' capacity at work

| Dimension | Variables | Mean | Standard deviation | Level |
|---------------------------------|---|------|--------------------|----------|
| Capacity at work | I feel satisfied with the autonomy that I have at work | 4.31 | .579 | High |
| | I feel satisfied with the importance of the task, work and activities | 3.13 | .687 | Moderate |
| | I feel satisfied with our Performance evaluation method | 3.19 | .687 | Moderate |
| Overall Capacity at work | | 3.44 | .373 | High |

Employees highly agreed with the level of autonomy at workplace (Mean= 4.31) while they are moderately agreed

with the overall capacity at the Auto mechanic organizations (Mean= 3.44 and SD= 0.373)

9.2.5. Job Involvement

| Dimension | Variables | Mean | Standard deviation | Level |
|-----------------|--|------|--------------------|----------|
| Job involvement | I am very much involved personally in my present job | 3.44 | .502 | Moderate |
| | Most of my present life goals are job oriented | 2.83 | .857 | Moderate |
| | Most of my interests are centered on my job | 2.69 | .829 | Moderate |

| | | | | |
|--|---|------|------|----------|
| | I have very strong ties with my present job that would be very difficult to break | 3.13 | .817 | Moderate |
| | I consider my job to be very central to my existence | 3.50 | .505 | Moderate |

Employees are moderately satisfied with the variables; the employees are personally involved in their present job, relationship with present job and consideration that their job to be very central

to their existence which are include in Job Involvement. And a weak level of agreement with the other two variables; most of their present life goals and interests are centered on job.

9.2.6. Quality of work life and Job involvement

| Dimension | Mean | Standard deviation | Level |
|------------------------------|--------|--------------------|----------|
| Overall Quality of Work Life | 3.3894 | .23554 | Moderate |
| Overall Job Involvement | 3.1192 | .39059 | Moderate |

The above tables show that the respondents are mostly dissatisfied with the quality of their job and interested in their work. The level of overall quality of work life (Mean= 3.38, SD= 0.235) and Job involvement (Mean= 3.11, SD=

0.39) of the employees in Auto mechanic organizations are also moderate in Batticaloa district. So, it is concluded that there is no existing high level of Quality of Work Life and Job Involvement in Auto Mechanic sector

10.3. Correlation testing

H1: There is high level of relationship between Quality of Work Life and Job Involvement in in Auto Mechanic sector.

Relationship between the dimension of Quality of work life and Job involvement of the employees measured using the Pearson

Correlation tool. The Pearson's correlation of coefficient analysis revealed that a significant positive moderate relationship (Pearson Correlation value= 0.398, Sig= 0.003) exists between the dimensions of quality of work life and Job involvement of the employees in selected auto mechanic organizations.

Correlations

| | | Job_involvement | QWL |
|-----------------|---------------------|-----------------|--------|
| Job_involvement | Pearson Correlation | 1 | .398** |
| | Sig. (2-tailed) | | .003 |
| | N | 52 | 52 |
| QWL | Pearson Correlation | .398** | 1 |
| | Sig. (2-tailed) | .003 | |
| | N | 52 | 52 |

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

10.4. Regression testing

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1 | .548 ^a | .300 | .240 | .34042 | 1.714 |

a. Predictors: (Constant), Capacity, Fair_salary, Working_condition, Opprtunity_at_work

b. Dependent Variable: Job_involvement

ANOVA^a

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|------------|----------------|----|-------------|-------|-------------------|
| Regression | 2.334 | 4 | .583 | 5.035 | .002 ^b |
| Residual | 5.447 | 47 | .116 | | |
| Total | 7.781 | 51 | | | |

a. Dependent Variable: Job_involvement

b. Predictors: (Constant), Capacity, Fair_salary, Working_condition, Opprtunity_at_work

H2: There is existing impact of Quality of Work Life on Job Involvement in AutoMechanicorganization.

After performing correlation testing, the impact of variables on each other was investigated through simple regression tests. Hence the regression analysis was significant (Sig= 0.002) and the independency of errors

which is the difference between real values and values predicted by regression equation in the present study was tenable (investigated using Durbin-Watson test, d= 1.714). Moreover, the normality of errors was also investigated. Here the Coefficient of determination that is R² is 0.300. That means 30% of the Job involvement could be

predicted or explained by the Quality of work life in the organizations. On other words, quality of working life and its dimensions have significant impact on job involvement. The positive sign indicates the direct impact between the variables. This means improvement in quality of working life leads to job involvement of auto mechanic employees in Batticaloa district. Finally, the null hypotheses were approved.

11. Conclusion

The present research was conducted with the purpose of representing the impact of Quality of work life on Job involvement of selected organizations employees' in Auto Mechanic employees of New Jerad Motors, Central Motors and Amededhas Motors in Batticaloa District.

The level of Quality of work life and Job involvement of the employees was at a moderate level. And the Pearson correlation indicated significant positive moderate relationship exists between the dimensions of quality of work life with Job involvement of the employees in selected auto mechanic organizations. This indicates that the increase or decrease of an independent variable leads to increase or decrease of the other one.

The results concluded that there is a significant positive impact of Quality of

work Life on the Job involvement of the employees in Auto mechanic sector in Batticaloa district. Moreover, it was depicted that lower the quality of work life of employees, the lower their job involvement.

12. Recommendations

Effective quality of work life is basically a tool to improve working conditions and greater organizational efficiency; this will reduce absenteeism, labor turnover and increase job satisfaction.

The following recommendations are proposed:

The work place environment should be more pleasant or salubry for the employees to work.

The employers may encourage their employees using an effective Performance evaluation and rewarding system in the organization.

A fair and appropriate amount of salary can be given based on the contribution of each auto mechanic employees.

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