CHAPTER 4

ANALYSIS AND INTERPRETATION

4.0 INTRODUCTION:

In the previous chapter, the research methodology employed by the researcher to achieve the objectives of the study was discussed. The present chapter deals with the analysis and interpretation of the data collected based on the frame of reference of this thesis.

The main objective of the present study is to find out the socio-psychological determinants of the quality of work-life of employees working in the BPO industry in Hyderabad. As may be recalled, the present research has thirteen objectives and twelve hypotheses to ascertain the socio-psychological factors which contribute to the quality of work life of BPO employees.

As mentioned above, the present chapter deals with the analysis and interpretation of the data. This was done in two sections; the first section of analysis presents descriptive statistics of the respondents (n=500) in terms of their demographic characteristics. The second section of analysis deals with inferential statistics. This section comprises six different sub-sections. The first sub-section presents the results of t test done to find out the significance of difference between male and female employees, married and unmarried, technical and non-technical employees with regard to the select socio-psychological variables under study. The second sub-section presents the results of ANOVA by using Duncan Multiple Range Test (DMRT). ANOVA is done to find out the relation between demographic variables and quality of work-life of

employees. The third subsection deals with chi-square analysis which tests the association between demographic factors and quality of work-life of employees. The fourth sub-section deals with Friedman test. This was done to find out the significance of difference in the mean ranks of the employees with regard to the socio-psychological factors of QWL. The fifth sub-section presents the results of correlation (Pearson r) between socio-psychological variables and quality of work-life variables, which is followed by regression analysis. The sixth sub-section presents the results of the empirical analysis of the proposed conceptual model using Structural Equation Modeling (SEM). The chapter concludes establishing the significance of the model developed by the researcher which is tested in the study.

SECTION 1

4.1 DESCRIPTIVE STATISTICS

As mentioned above, Section 1 deals with descriptive statistics of the 500 employees who participated in the survey. Descriptive statistics is the most basic form of statistics and is used to describe the demographic characteristics of the sample selected for the study.

4.1.1 Descriptive analysis of the sample

Percentage analysis is one of the statistical measures used to describe the sample in terms of their demographic characteristics such as age, gender, marital status, educational qualifications, department and designation, nature of the job, monthly income, total work experience in years and number of years of work experience in the present organization. Distribution of sample based on the above mentioned demographic characteristics is given in the following tables.

Table 4.1.1.1

Age-wise distribution of sample

Age Group in years	Frequency	Percentage
Below 30	391	78.2
31-45	98	19.6
Above 45	11	2.2
Total	500	100.0

Table 4.1.1.1 shows that 78.2% of the BPO employees under study are below 30 years of age, 19.6% are between 31 and 45 years of age and 2.2% of the employees are above 45 years of age. As mentioned in Chapter 3, BPO industry is a major employer of the young adults of India. It is also to be noted that employees above the age of 45 years is only 2.2%.

Table 4.1.1.2

Gender-wise distribution of sample

Gender	Frequency	Percentage
Male	226	45.2
Female	274	54.8
Total	500	100.0

Table 4.1.1.2 shows that 45.2% of employees are male and 54.8% are female. It is clear that BPO industry is a source of employment not only for male professionals but also for female professionals of the country.

Table 4.1.1.3

Marital-status-wise distribution of the sample

Marital Status	Frequency	Percentage
Single	354	70.8
Married	146	29.2
Total	500	100.0

Table 4.1.1.3 shows that out of 500 employees studied, 70.8% of them are unmarried and 29.2% of them are married. Since 78.2% of the employees are under the age of 30 (Table 4.1.1.1.), chances are there that most of them are unmarried.

Table 4.1.1.4

Educational qualification-wise distribution of the sample

Educational Qualification	Frequency	Percentage
Upto H.Sc	97	19.4
Under Graduate	264	52.8
Post Graduate	118	23.6
Others	21	4.2
Total	500	100.0

Table 4.1.1.4 shows that 19.4% are qualified up to H.Sc, 52.8 % are under graduates, 23.6% are post graduates and 4.2% are others (other qualifications). Out of 500 respondents, 264 (52.8%) are undergraduates. They might be from different disciplines like Engineering, Arts, Science, Humanities, Commerce and

Management, specifically trained to work in the various functional departments of BPOs.

Table 4.1. 1.5

Job nature-wise distribution of the sample

Nature of Job	Frequency	Percentage
Technical	131	26.2
Non Technical	369	73.8
Total	500	100.0

Table 4.1.1.7 shows that 131 (26.2%) are in technical jobs and 369 (73.8%) are in non-technical jobs. Employees doing technical jobs are generally engineers, either degree holders or diploma holders.   Those in non-technical jobs are graduates or postgraduates from different streams like Arts, Science, Commerce and Management.

Table 4.1.1.6

Income (salary)-wise distribution of the sample

Monthly Income	Frequency	Percentage
Below 10,000	326	65.2
10,001-20,000	107	21.4
20,001-30,000	67	13.4
Total	500	100.0

Table 4.1.1.8 shows that 65.2% have income (monthly salary) below Rs.10, 000, 21.4% have income between Rs.10, 001 and 20,000 and 13.4% have

income between Rs.20, 001 and 30,000. It is quite surprising to note that majority of the employees who participated in this survey have income below Rs.10, 000 only, to live in a city like Hyderabad.

Table 4.1.1.7

Total work experience in years

Total work experience in years	Frequency	Percentage
Below 2	275	55.0
2-6	139	27.8
Above 6	86	17.2
Total	500	100.0

From Table 4.1.1.9 it is clear that 55% of the employees have below 2 years of total work experience, 27.8% have 2-6 years of work experience and 17.2% have more than 6 years of total work experience. This distribution of sample shows that most of the employees who participated in this survey are youngsters with minimum experience.

Table 4.1.1.8

Experience in the present organization

Experience in the present organization in years	Frequency	Percentage
Below 2	316	63.2
2-6	124	24.8
Above 6	60	12.0
Total	500	100.0

Table 4.1.1.10 shows that 63.2% have below 2 years of experience in the present organization, 24.8% have 2-6 years of experience in the present organization and 12.0% have more than 6 years of experience in the present organization. A look at the table reveals that out of 500 employees, 316 (63.2%) have experience below 2 years, only 60 employees (12%) have experience above six years. It is an indication of the alarming rate of attrition in the BPO sector.

Section 2

4.2 Inferential Statistics

Inferential statistics, unlike descriptive statistics, brings out inferences about the phenomenon under study with regard to the selected sample. Various methods like correlation, regression, ANOVA etc. are used by researchers to draw inferences about the sample under study.

4.2.1 t test

In this subsection of analysis, t test is done. t test is used to find out the significance of difference between means of two independent samples. The two independent samples considered in this study are male (n=226) and female

(n=274), married (146) and unmarried (354) and technical (131) and non-technical (369).

4.2.1.1 Testing of 1st hypothesis

Null Hypothesis: There is no significant difference between male and female employees with respect to the dimensions of socio-psychological factors of QWL.

To test the 1st hypothesis, "there is no significant difference between male and female employees with respect to the dimensions of socio-psychological factors of QWL", the significance of difference between the mean scores of male and female employees with respect to the seven socio-psychological variables considered in the present study was found out. The results are summarized in Table.4.2.1.1

Table 4.2.1.1

t test for significance of difference between male and female employees with respect to the dimensions of socio-psychological factors of QWL

Socio-Psychological factors	Gender	Mean	SD	t value	P value
Leadership Style of managers/team leaders	Male	22.64	3.735	0.946	0.345
	Female	22.95	3.514		
Work Culture	Male	23.96	3.488	1.426	0.154
	Female	24.41	3.447		
Employee Attitude to Job	Male	22.29	3.388	0.832	0.406
	Female	22.53	3.185		
Occupational Self Efficacy	Male	24.10	3.412	0.657	0.511
	Female	23.91	3.118		
Employee Participation in Non-Work Related Activities	Male	17.48	5.523	1.861	0.063
	Female	18.35	4.900		
Self-Concept	Male	24.81	3.107	3.101	0.002**
	Female	23.97	2.934		
Employee Perception of the Company	Male	11.67	2.118	2.540	0.011*
	Female	12.10	1.663		0.013*
Quality of Work-Life	Male	58.00	8.096	0.734	
	Female	57.46	8.369		
Employee Satisfaction	Male	7.16	1.533	1.175	0.241
	Female	7.31	1.325		
Employee Performance	Male	10.87	2.345	1.273	0.204
	Female	11.13	2.208		

** Significant at 1% level
* Significant at 5% level

Table 4.2.1.1 reveals that p value is greater than 0.05 for leadership style (0.345), work culture (0.154), employee attitude to job (0.406), occupational self-efficacy (0.511) and employee participation in non-work related activities (0.063). Since P value is greater than 0.05, the null hypothesis is accepted at five percent level of significance. Hence it is concluded that there is no significant difference between leadership styles, work culture, employee attitude to their job,

occupational self efficacy, employee participation in non-work related activities and gender. Since P value is less than 0.01, the null hypothesis is rejected at 1 percent level of significance with regard to self concept (0.002). Hence there is significant difference between male and female employees with respect to self concept dimension of socio-psychological factors of QWL. Based on mean score, it is found that the mean value of the self concept scores of male employee is 24.81 and that of female is 23.97. It means that male employees have higher self-concept than female employees. This difference is statistically significant. Why do female employees have lower self-concept than their male counterparts? This could be due to the typical traditional upbringing of girls in Indian families. Indian culture, even now, encourages and expects submissiveness on part of women which may be a reason for their low self concept. Girls in India are not groomed to be assertive, neither is it considered as a feminine personality trait. Low assertiveness or lack of it is taken as a sign of modesty of Indian female. On the other hand, boys are brought up to be assertive and it is considered as a masculine personality trait. In this highly enlightened era, where the aspirations of both men and women are aroused through the spread of mass education, this difference in the perception of one's self concept is not acceptable. Women BPO employees should be trained to realistically evaluate themselves, not to undermine themselves. They should know their strengths and shortcomings. This knowledge will help them to grow further, not only in their professional life but also in their personal life. In the study of Budhwar et al (2009), it was found that BPO jobs, particularly, call center jobs, are characterized by monotonous work, stressful work environment and adverse working conditions. This kind of work environment which prevails in BPO companies may have more negative impact on the self-concept of women employees than their male counter parts.

Since P value (0.011) is less than 0.05, the null hypothesis is rejected at 5 percent level of significance with regard to employee perception of the company. Hence there is significant difference between male and female employees with

regard to their perception of the company. Based on mean score, female employees have better perception (12.10) than male employees (11.67). What could be the reason for this difference in male and female perception about their company? The survey carried out by Bhuyar et al (2008), in Pune and Mumbai to find out the mental, physical and social health problems of call centre workers found majority of the workers, particularly male employees, face sleep disturbances associated with mental stress and anxiety, circadian rhythm disturbances due to night shifts, physical problems like muscular-skeletal disorders, obesity, eye and hearing problems and psycho-social problems like family life disruption, use of tobacco and alcohol and faulty eating habits. This might have led the male employees to have low perception about their company.

Findings of the study also reveal that the perception of male and female employees with respect to their quality of work life is different. Mean score of male employees is 58 and that of female is 57.46. Male employees' perception about their company also is lower than female employees as is found in the previous analysis. Male employees may opt for night shifts and due to family commitments female employees may prefer day shifts. Employees who opt for night shifts face health related problems and associated ailments. This could be a reason for their low perception about the quality of their work life. Gupta (2008) in her study on stress among BPO employees stated that because of pressure in dealing with their clients day and night, the BPO employees could not balance their professional and personal lives. The study of Thavannoor and Rajagopal (2008) conducted to identify the factors which contribute to work life imbalance of executives in IT sector in Bangalore city revealed that less time for self and family, regularly doing office work at home, work delegating difficulty, work more than 55 hours per week and week-end work were found to contribute to the work-life imbalance of the employees. These findings are applicable to the ITES-BPO employees as well. As Ballou *et al*., (2007) observed, the increased complexity of modern business in the era of global competition has led to

increased stress for all participants. The male employees might be getting more affected by this increased complexity of modern business.

As mentioned earlier, there is no significant difference between male and female employees with regard to other socio-psychological factors of QWL considered in this study viz., leadership styles (0.345), work culture (0.154), employee attitude towards their job (0.406), occupational self efficacy (0.511) and employee participation in non-work related activities (0.063). Based on the mean score, it is found that the mean value of the leadership scores of male employees is 22.64 and that of female is 22.95; work culture scores of male employees is 23.96 and female employees is 24.41; employee attitude scores of male employees is 22.29 and female employees is 22.53; occupational self efficacy scores of male employees is 24.10 and female employees is 23.91; employee participation in non-work related activities scores of male employees is 17.48 and female employees is 18.35. It means that male and female employees have the same opinion on the above mentioned socio-psychological factors of QWL. Why do men and women employees of BPO industry have the same opinion with regard to the above mentioned socio-psychological factors of QWL? In this enlightened era, men and women are considered and treated at par with each other. They work hand in hand, side by side, shoulder to shoulder. Work place discrimination based on gender, class, color, creed and ethnic ground is not acceptable these days and it is against the law of the country. Both male and female employees receive the same treatment and perceive the work culture in the same way. Corporate world is trying hard to get away with the problem of 'glass ceiling'. A dissimilar finding is reported by Zhu (1995). Her survey of 122 senior intellectuals from key national universities of Pakistan revealed that due to domestic burden at home and the high profile employment, female intellectuals had low perception on the quality of their work-life. Their perception of work culture and leadership of superiors were different from that of their male contemporaries. The study conducted by Chirayath (2009) on organizational

climate and teacher morale in the high schools of Jharkhand revealed that female teachers had better attitude to their job than male teachers, which is also contradictory to the present finding.

4.2.1.2 Testing of the 2nd hypothesis

Null Hypothesis: There is no significant difference between married and unmarried employees with respect to the dimensions of socio-psychological factors of QWL.

To test the 2nd hypothesis, "there is no significant difference between married and unmarried employees with respect to the dimensions of socio-psychological factors of QWL", the significance of difference between the mean scores of married and unmarried employees on the seven socio-psychological variables considered in the present study was found out. The results are summarized in Table.4.2.1.2

Table.4.2.1.2

**t test for significance of difference between married and unmarried
employees with respect to the socio-psychological factors of QWL**

Socio Psychological factors	Marital status	Mean	SD	t value	P value
Leadership Style	Unmarried	23.21	3.56	3.869	0.000**
	Married	21.85	3.57		
Work Culture	Unmarried	24.56	3.42	3.596	0.000**
	Married	23.35	3.42		
Employee Attitude to Job	Unmarried	22.65	3.01	2.431	0.015*
	Married	21.87	3.78		
Occupational Self Efficacy	Unmarried	24.26	3.08	2.858	0.004**
	Married	23.35	3.55		
Employee Participation in Non-Work Related Activities	Unmarried	17.94	4.66	0.097	0.923
	Married	17.99	6.34		
Self Concept	Unmarried	24.32	3.00	0.366	0.715
	Married	24.43	3.13		
Employee Perception about the company	Unmarried	12.02	1.86	2.063	0.040*
	Married	11.64	1.93		
Quality of Work Life	Unmarried	57.93	8.27	0.948	0.343
	Married	57.16	8.17		
Employee Satisfaction	Unmarried	7.38	1.38	3.203	0.001**
	Married	6.93	1.47		
Employee Performance	Unmarried	11.23	1.93	3.324	0.001**
	Married	10.49	2.88		

** Significant at 1%level
 * Significant at 5%level

Table 4.2.1.2 reveals that p value is less than 0.01 for leadership styles (0.000), work culture (0.000) and occupational self-efficacy (0.004). Since P value is less than 0.01, the null hypothesis is rejected at 1 percent level of significance with regard to leadership styles, work culture and occupational self efficacy. Hence it is concluded that there is significant difference between married and unmarried employees with respect to the above mentioned socio-

psychological factors of QWL. Based on mean score, unmarried employees have more perception on leadership styles (23.21), work culture (24.56) and occupational self efficacy (24.26) than married employees. The mean scores of married employees on leadership style is 21.85, work culture is 23.35 and occupational self-efficacy is 23.35. Why do unmarried employees have better perception than married employees on these dimensions of quality of work life?

Unmarried employees are free from the hassles of family life, like taking care of the spouse and children. Because of the commitments in family circle, married employees might be finding it difficult to strike a balance between career life and family life. Work life balance is a major issue for them. This has an impact on their perception with regard to the work culture of the company where they work. Lack of work life balance impact their self efficacy and the attitude they hold about the leadership provided by their managers/team leaders. HR department of the company should look into this issue seriously and see that the married employees maintain a happy balance between their career life and family life. This would help to reduce the alarming rate of attrition in BPO industry. A similar finding is reported by George (2012). In his study conducted in Tom's pipes Pvt. Ltd. in Kerala, it was found that unmarried employees had better perception with regard to the leadership and work culture dimension of quality of work life than married employees.

Since P value is less than 0.05, the null hypothesis is rejected at 5 percent level of significance and hence it is concluded that there is significant difference between married and unmarried employees with regard to employee attitude towards job (p value 0.015) and employee perception about the company (p value 0.040). Based on mean score, unmarried employees have better perception on employee attitude towards job (22.65) and employee perception about the company (12.02) than married employees. The mean scores of married employees on these two dimensions of quality of work-life is 21.87 and 11.64 respectively. The reason for this difference could be, as mentioned above,

employees in family mode are tied up with other commitments. This has an impact on their attitude to the job which they do and finally their perception about the company where they work.

A similar finding is reported by Chirayath (2009). In her study on the relationship between organizational climate and teacher morale in the high schools of Jharkhand, it was found that unmarried teachers had higher scores on attitude towards their job than married teachers. But a dissimilar finding has been reported by Dekthawala (1977). In his study to assess the morale of the teachers working in the secondary schools of Gujarat, it was found that married teachers had higher morale than unmarried teachers. The table also reveals that there is no significant difference between married and unmarried employees with regard to employee participation in non-work related activities (0.923) and self concept (0.715) dimensions of quality of work-life, since p value is greater than 0.05. Hence it is concluded that null hypothesis is accepted at five percent level of significance with regard to these two socio-psychological dimensions of QWL. Based on mean scores, married employees have higher perception on these two dimensions of QWL than unmarried employees, but not significant at 5 percent level.

The mean scores of married employees on employee participation in non-work related activities is 17.99 and on self-concept is 24.43 respectively. The mean scores of unmarried employees on these two dimensions are 17.94 and 24.32 respectively. The reason could be, marital status does not have any impact on the self concept or in other words, self concept does not change when an individual enters into conjugal life. The theory also says that self concept is life-long and does not change every now and then. Again, perception of employees about their participation in non-work related activities is the same for both married and unmarried employees. In many BPO companies, any non-work related activities, if at all are there, are conducted after normal working hours or on holidays. Both married and unmarried employees like to have their week end

for themselves, their family and children and for other social obligations; in the case of unmarried employees, they prefer to spend their weekend for self and friends, their parents and siblings. Since p value (0.343) is greater than 0.05, the null hypothesis is accepted and it is concluded that there is no significant difference between married and unmarried employees with regard to the perception of their quality of work life. Both married and unmarried employees have the same perception with regard to their quality of work life. The reason could be both married and unmarried employees working in BPO industry are exposed to the same work environment, hence the same opinion. Based on the mean scores it is found that unmarried employees' perception of their quality of work life is slightly higher than married employees. The mean scores of married and unmarried employees on QWL are 57.16 and 57.93 respectively. But this difference is not statistically significant.

Lengthy working hours, ambitious targets set by the employer and working at night are the major factors influencing stress among the employees in the IT and ITES BPO companies (Ravindran and Vijayalakshmi, 2010). Both married and unmarried employees face the same situation in their work. Hence with regard to the quality of work life, both married and unmarried employees have the same opinion. Professional working mothers are responsible in performing their domestic and professional roles, besides self-care (Afzal *et al*., 2010). For them work life balance is always a big question mark. Many BPO employees both married and unmarried, acknowledged high levels of stress associated with their jobs (Vaid, 2009). Hence, BPO's need to consider measures that would alleviate some of this stress. Ambitious performance targets, strict deadlines and close monitoring may not be sustainable in the long-run. BPO's must review the current practices and build in measures to counter employee burnout. A similar finding has been reported by Boonrod (2009). He found in his study, conducted among professional nurses in Bangkok that personal factors like age, marital status, education, position, experience, salary

and wards have no relationships with the QWL. Hammig and George (2009) investigated the prevalence and mental health effects of an unequal work-life balance including potential gender differences. It was found that for both genders, work-life imbalance turned out to be a risk factor affecting mental health. The study conducted by Ongori and Evans (2008) among the employees working in public sector organizations in Botswana found that the stress at work affects the employees in many ways leading to poor quality of work life. According to them, stress is the main reason for employee turnover in most of the organizations. They suggested that managers should develop the appropriate measures to minimize occupational stress.

4.2.1.3 Testing of the 3rd hypothesis

Null Hypothesis: There is no significant difference between technical and non-technical employees with respect to the dimensions of socio-psychological factors of QWL.

To test the third hypothesis, "there is no significant difference between technical and non-technical employees with respect to the dimensions of socio-psychological factors of QWL", the significance of difference between the mean scores of technical and non-technical employees on the seven socio-psychological variables considered in the present study was found out. The results are summarized in Table.4.2.1.3

Table 4.2.1.3

**t test for significant difference between technical and non-technical jobs
with respect to socio-psychological factors**

Socio-Psychological factors	Nature of Job	Mean	SD	t value	P value
Leadership Style	Technical	22.24	4.60	2.092	0.037*
	Non Technical	23.01	3.17		
Work Culture	Technical	23.80	3.47	1.563	0.119
	Non Technical	24.35	3.46		
Employee Attitude to Job	Technical	22.23	3.38	0.784	0.433
	Non Technical	22.49	3.24		
Occupational Self Efficacy	Technical	23.39	3.42	2.482	0.013*
	Non Technical	24.21	3.16		
Employee Participation in Non-Work Related Activities	Technical	19.43	5.09	3.813	0.000**
	Non Technical	17.44	5.15		
Self Concept	Technical	24.14	2.66	0.949	0.343
	Non Technical	24.43	3.16		
Employee Perception	Technical	11.64	1.91	1.883	0.060
	Non Technical	12.00	1.87		
Quality of Work Life	Technical	58.45	8.45	1.210	0.227
	Non Technical	57.44	8.16		
Employee Satisfaction	Technical	7.30	1.53	0.484	0.629
	Non Technical	7.23	1.38		
Employee Performance	Technical	10.76	2.60	1.471	0.142
	Non Technical	11.10	2.14		

  * Significant at 5% level
  ** Significant at 1% level

Table 4.1.2.3 reveals that p value is less than 0.01 for employee participation in non-work related activities (0.000). Since P value is less than 0.01, the null hypothesis is rejected at one percent level of significance and hence it is concluded that there is significant difference between technical and non technical employees with regard to 'employee participation in non work related activities' dimension of QWL. Based on mean score, technical employees (19.43) have higher perception on employee participation in non-work related

activities than non technical employees (17.44). In BPO's, employees performing technical jobs, after a period of time, stoop into monotony and boredom due to the nature of the work they do. Participation in non-work related activities such as cultural programs, events like birthday, promotion, wedding anniversary, picnics and tours organized by the company on holidays might be of interest to them. These occasions give them opportunity to share their concerns with co-workers from different departments and satisfy their social needs. Company can organize such programs whenever possible, to keep the employees happy particularly those who do technical jobs.

It is also revealed that p value is less than 0.05 with regard to leadership style (0.037), and occupational self-efficacy (0.013). Since P value is less than 0.05, the null hypothesis is rejected at 5 percent level of significance with regard to leadership styles and occupational self efficacy. Hence it is concluded that there is significant difference between technical and non technical employees with regard to the above mentioned factors. Based on mean score, non technical employees have higher perception on these factors (23.01, 24.21)   than technical employees (22.24, 23.39).

Since p value is greater than 0.05, the null hypothesis is accepted at five percent level of significance with regard to employee perception about the company (0.060) and hence it is concluded that there is no significant difference between technical and non technical employees with regard to employee perception about their company. Based on mean score, non technical employees (12.00) have higher perception about their company than technical employees (11.64). Since p value is greater than 0.05, the null hypothesis is accepted at five percent level of significance with regard to quality of work life of employees (0.227). Hence it is concluded that there is no significant difference between technical and non-technical employees with regard to their perception on their quality of work life. Based on the mean score, technical employees have higher perception about their quality of work-life (58.45) than non-technical employees

(57.44). This difference is not statistically significant. Irrespective of the job they do, both the technical and non-technical employees have the same perception about the work life quality they experience in the organization. The work environment, the HR policies, the rules and regulations of the company have the same impact on technical and non-technical employees. As Mariammal (2012) puts it, preoccupation with tight work schedules, offering time bound business solutions to varied and complex problems within the deadlines etc. are typical work life which is characteristic of IT-ITES-BPO professionals, whether technical or non-technical. In her study it was found out that outsourcing had a positive effect on morale and job security and a negative effect on job satisfaction and intention to leave, which is only partially true with regard to the findings of the present study.

Various health issues that came of BPO industry have been captured and analyzed in the study conducted by Chavan and Potdar (2011). The health issues that came to light are stress, sleeplessness, headache, fatigue, sense of exhaustion and lack of concentration. It was also found that a number of factors like hindrance in personal life, physically tiring nature of work, lack of growth opportunity, non-conducive policies and procedures are some of the reasons for employees to leave the industry/company. Majority of the employees complained of headache and digestive disorders. Almost everyone working in this industry stressed on having provision for power naps of 10-15 minutes. The companies should take the various health issues of their employees very seriously and make provisions in their HR policies to safeguard the physical and mental wellbeing of their employees. It is all about the dreams, career aspirations and life goals of the young professionals of the country.

4.2.2 ANOVA

To examine whether there exists any discrepancy among different groups of employees categorized by age, education, income, total work experience and experience in the current organization with respect to the various socio-psychological factors of QWL under study, one way ANOVA was conducted for each of the select demographic factors.

At the heart of ANOVA, is the notion of variance. The basic procedure is to derive two different estimates of population variance from the data, then calculate a statistic from the ratio of these two estimates (between groups and within groups variance). The F ratio is the ratio of 'between-groups' variance to 'within-groups' variance. A significant F value indicates that the population means are probably not equal. Before ANOVA was conducted, it was ensured that the necessary assumptions were met. The two assumptions of concern were population normality and homogeneity of variance.

4.2.2.1 Testing of 4th hypothesis

Null Hypothesis: There is no significant difference among age groups with respect to socio-psychological factors of QWL.

To test the 4th hypothesis, "there is no significant difference among age groups with respect to socio-psychological factors of QWL", ANOVA was done using F test. The three age groups considered in the present study were below 30, 31-45 and above 45.The mean scores of the various age groups were found out along with standard deviation. Based on this, the F value was computed. The results are summarized in Table 4.2.2.1

Table.4.2.2.1

ANOVA for significant difference among age groups with respect to socio-psychological factors of QWL.

Socio-psychological factors	Age group in years	Mean	S D	F value	P value
Leadership Style	Below 30	23.10^b	3.57	6.310	0.002**
	31-45	21.90^{ab}	3.43		
	Above 45	20.73^a	4.92		
Work Culture	Below 30	24.46^b	3.46	5.522	0.004**
	31-45	23.17^a	3.41		
	Above 45	24.36^b	2.76		
Employee Attitude to Job	Below 30	22.51^b	3.09	3.042	0.049*
	31-45	21.89^a	3.87		
	Above 45	24.18^b	3.06		
Occupational Self Efficacy	Below 30	24.23^b	3.10	6.158	0.002**
	31-45	22.98^a	3.59		
	Above 45	24.73^b	3.58		
Employee Participation in Non-Work Related Activities	Below 30	17.79^a	4.92	4.945	0.007**
	31-45	18.10^a	6.12		
	Above 45	22.73^b	3.69		
Self Concept	Below 30	24.34	2.99	.138	0.871
	31-45	24.38	3.33		
	Above 45	24.82	1.66		
Employee Perception	Below 30	12.00	1.89	2.272	0.104
	31-45	11.58	1.82		
	Above 45	11.45	2.16		
Quality of Work-Life	Below 30	57.89	8.20	1.704	0.183
	31-45	56.61	8.23		
	Above 45	60.73	9.03		
Employee Satisfaction	Below 30	7.31	1.40	2.153	0.117
	31-45	6.98	1.45		
	Above 45	7.36	1.74		
Employee Performance	Below 30	11.09^a	2.13	3.908	0.021*
	31-45	10.56^a	2.68		
	Above 45	12.27^b	2.57		

Note: Different alphabets between age denotes significance at 5 % level using Duncan Multiple Range Test (DMRT)

Since P value is less than 0.01, the null hypothesis is rejected at 1 percent level of significance with regard to leadership styles (0.002), work culture (0.004), occupational self efficacy (0.002) and employee participation in non-work related activities (0.007). Hence it is concluded that there is significant difference among age groups with respect to these socio-psychological factors. Based on Duncan Multiple Range Test, the age group below 30 years has significantly higher perceptions on socio-psychological factor of leadership style (23.10), than above 45 (20.73) but between 31-45 years of age (21.90), employees are not significantly different with other groups . The age group below 30 (24.46) and above 45(24.36) significantly differs with 31-45 age group (23.17) at 5% level for work culture. The age group 31-45 (22.98) significantly differs with below 30 (24.23) and above 45 (24.73) years of age group at 5 percent level for occupational self efficacy. The age group below 30 (17.79) and 31-45 (18.10) age groups significantly differs with above 45 age group (22.73) at 5 percent level for the factor employee participation in non-work related activities.

Since P value is less than 0.05, the null hypothesis is rejected at 5 percent level of significance with regard to employee attitude to job (0.049) and employee performance (0.021) and hence it is concluded that there is significant difference between age groups with respect to employee attitude towards job and employee performance. Based on Duncan Multiple Range Test, the age group 31-45 (21.89) significantly differs with below 30 (22.51) and above 45(24.18) age group at 5 percent level on their attitude to job. Based on DMRT, the age group above 45 (12.27) significantly differs with below 30 (11.09) and age group 31- 45 (10.56) at 5 percent level on employee performance.

Since P value is greater than 0.05, the null hypothesis is accepted at 5 percent level of significance with regard to self concept (0.871), employee perception (0.104), QWL (0.183), employee satisfaction (0.117) and hence it is

concluded that there is no significant difference among age groups with respect to self concept, employee perception, QWL, and employee satisfaction.

The study reveals that there is significant difference among age groups with respect to the socio-psychological factors of leadership styles, work culture, occupational self efficacy and employee participation in non-work related activities at 1 percent level. It is also found that there is significant difference between age groups with respect to employee attitude towards job and employee performance at 5 percent level. Age group below 30 has significantly higher perception on leadership style of their managers/team leaders compared to the other two age groups considered in this study. A worth noticing fact about BPOs is that the managers/team leaders are young unlike in many other industries. The age difference between the team leaders and the team members might be negligible, as such; the team leaders treat their team members on an equal footing. This could be the reason why employees below 30 years of age have higher perception about the leadership style of their managers/team leaders.

Researchers use demographic information of the respondents in their study to arrive at certain conclusions. Prema (2010) used age of the respondents in her study on extended technology acceptance model for predicting consumer adoption of internet banking. Her analysis using one way ANOVA reported a similar finding. She found out that consumer intention to use internet banking differs across age groups.

4.2.2.2 Testing of 5th hypothesis

Null Hypothesis: There is no significant difference between educational qualifications with respect to socio-psychological factors of QWL.

To test the 5th hypothesis "there is no significant difference between educational qualifications with respect to socio-psychological factors of QWL", ANOVA was done using F test. The four categories of educational qualifications

considered in the present study were up to HSC, UG, PG and others. The mean scores of the employees of different educational qualifications were found out along with standard deviation. Based on this, the F value was computed. The results are summarized in Table 4.2.2.2

Table.4.2.2.2

ANOVA for significant difference between educational qualifications with respect to socio-psychological dimensions of QWL.

Socio-psychological dimensions	Education Qualification	Mean	SD	F value	P value
Leadership Style	Up to H.Sc	24.77^c	3.13	15.143	0.000**
	U G	22.61^b	3.35		
	PG	22.02^{ab}	3.83		
	Others	20.76^a	4.25		
Work Culture	Up to H.Sc	25.87^c	3.07	13.727	0.000**
	UG	24.09^b	3.42		
	PG	23.56^b	3.06		
	Others	21.62^a	4.72		
Employee Attitude to Job	Up to H.Sc	22.92^c	2.76	13.727	0.000**
	UG	22.66^c	3.04		
	PG	21.75^{ab}	3.85		
	Others	20.90^a	3.96		
Occupational Self Efficacy	Up to H.Sc	23.93^b	3.15	3.159	0.024*
	UG	24.10^b	3.13		
	PG	24.18^b	3.16		
	Others	21.90^a	4.83		
Employee Participation in Non-Work Related Activities	Up to H.Sc	19.27^c	4.00	4.438	0.004**
	UG	18.08^{ab}	5.11		
	PG	16.84^a	6.17		
	Others	16.67^a	3.73		
Self Concept	Up to H.Sc	24.26^b	2.47	4.591	0.004**
	UG	24.41^b	2.99		
	PG	24.72^b	3.06		
	Others	22.10^a	4.68		
Employee Perception about the company	Up to H.Sc	12.39^c	1.66	7.568	0.000**
	UG	12.01^{bc}	1.78		
	PG	11.52^b	1.97		
	Others	10.62^a	2.71		
Quality of Work-Life	Up to H.Sc	60.80^c	6.96	10.427	0.000**
	UG	57.61^b	7.96		
	PG	56.54^b	8.78		
	Others	51.10^a	8.68		
Employee Satisfaction	Up to H.Sc	7.55^c	1.25	9.194	0.000**
	UG	7.36^{bc}	1.35		
	PG	6.97^b	1.52		
	Others	6.00^a	1.61		
Employee Performance	Up to H.Sc	11.32^b	1.66	10.122	0.000**
	UG	11.27^b	2.09		
	PG	10.59^b	2.71		
	Others	8.81^a	2.65		

Note: Different alphabets between educational qualifications denotes significance at 5 % level using Duncan Multiple Range Test

Since P Value is less than 0.01, the null hypothesis is rejected at 1 percent level of significance with respect to leadership styles (0.000), work culture (0.000), employee attitude to job (0.000), employee participation in non-work related activities (0.004), self concept (0.004), employee perception about the company (0.000), QWL (0.000), employee satisfaction (0.000) and employee performance (0.000). Hence it is concluded that there is significant difference between the educational qualifications with respect to leadership styles, work culture, employee attitude to job, employee participation in non-work related activities, self concept, employee perception, QWL, employee satisfaction and employee performance. Based on Duncan Multiple Range Test, the up to H.Sc category (24.77) significantly differ with under graduate (22.61) and others (20.76) but post graduate category (22.02) does not differ with any other category for the factor leadership styles. With respect to work culture, there is significant difference between up to H.Sc (25.87) with under graduate (24.09) and post graduate categories (23.56) and also with 'others' category (21.62). With respect to employee attitude to job, the up to H.Sc (22.92) and under graduate category (22.66) significantly differ with 'others' category (20.90) but post graduate category (21.75) does not differ with any other category. With respect to employee participation in non-work related activities, up to H.Sc (19.27) significantly differ with post graduate (16.84) and other qualification categories (16.67) but under graduate category(18.08) does not differ with any other categories. With respect to self concept, there is significant difference between up to H.Sc (24.26), under graduate (24.41) and post graduate categories (24.72) with others category (22.10). With respect to employee perception, up to H.Sc category (12.39) significantly differs with post graduate (11.52) and other categories (10.62) but under graduate category (12.01) does not significantly differ with other categories. With respect to QWL, based on Duncan Multiple Range Test, up to H.Sc (60.80) significantly differs with under graduate (57.61) and post graduate categories (56.54) and also with others category (51.10). With respect to employee satisfaction, others category (6.00) significantly differs with

post graduate (6.97) and up to H.Sc category (7.55) but under graduate category (7.36) do not differ with any other category. With respect to employee performance, others category (8.81) significantly differs with post graduate (10.59), under graduate (11.27) and Up to H.Sc category (11.32).

Since P value (0.024) is less than 0.05, the null hypothesis is rejected at 5 percent level of significance with respect to occupational self efficacy and hence it is concluded that there is significant difference among educational qualifications with respect to occupational self efficacy. Based on Duncan Multiple Range Test, the categories up to H.Sc (23.93) significantly differ with under graduate (24.10) and post graduate category (24.18) and also with others category (21.90).

It is found that there is significant difference between the educational qualifications of employees with respect to leadership styles, work culture, employee attitude to job, employee participation in non-work related activities, self concept, employee perception, QWL, employee satisfaction and employee performance at 1% level. In all these socio-psychological factors of QWL, employees who have studied up to H.Sc have better perception than UG, PG and other educational qualifications. Graduates and post graduates who work in BPOs, particularly in call centers, lose their morale after the initial euphoria of getting a job is over. It is also found that there is significant difference among educational qualifications with respect to occupational self efficacy (5% level). Here employees up to H.Sc category have low perception than UG and PG unlike in the other factors of QWL. Occupational self efficacy is the confidence an employee has in taking up a new and challenging task. Employees who have higher educational qualifications naturally have more confidence to do various tasks. A dissimilar finding was reported by Chirayath and Abraham (2010). In their study conducted on the officers of milk marketing federation (Milma) in Kerala, it was found that there is no relationship between educational qualifications and occupational self efficacy of officers. Rathi and Rasthogi

(2008) in their study on 112 scientists in different research organizations also reported a dissimilar finding.

4.2.2.3 Testing of 6th hypothesis

Null Hypothesis:There is no significant difference between monthly incomes with respect to socio-psychological factors of QWL.

To test the 6th hypothesis "there is no significant difference between monthly incomes with respect to socio-psychological factors of QWL", ANOVA was done using F test. The three income categories considered in the present study were below Rs.10000, Rs. 10001 - 20000 and 20001-30000. The mean scores of the employees of different monthly income were found out along with standard deviation. Based on this, the F value was computed. The results are summarized in Table 4.2.2.3

Table. 4.2.2.3

ANOVA for significant difference between monthly incomes with respect to socio-psychological factors of QWL.

Socio-Psychological factors	Monthly Income	Mean	SD	F value	P value
Leadership Style	Below 10,000	23.40^c	3.52	14.703	0.000**
	10,001-20,000	22.08^b	3.30		
	20,001-30,000	21.10^a	3.81		
Work Culture	Below 10,000	24.81^b	3.34	14.931	0.000**
	10,001-20,000	23.21^a	3.25		
	20,001-30,000	22.88^a	3.71		
Employee Attitude to Job	Below 10,000	22.32	3.12	1.400	0.248
	10,001-20,000	22.34	3.60		
	20,001-30,000	23.04	3.42		
Occupational Self Efficacy	Below 10,000	24.41^b	2.76	8.475	0.000**
	10,001-20,000	23.39^a	4.03		
	20,001-30,000	22.91^a	3.70		
Employee Participation in Non-Work Related Activities	Below 10,000	17.35^a	4.71	10.277	0.000**
	10,001-20,000	18.27^a	5.92		
	20,001-30,000	20.42^b	5.56		
Self Concept	Below 10,000	24.37^b	2.99	4.228	0.015*
	10,001-20,000	24.86^b	2.92		
	20,001-30,000	23.49^a	3.30		
Employee Perception	Below 10,000	11.98	1.85	1.195	0.304
	10,001-20,000	11.87	1.93		
	20,001-30,000	11.60	1.99		
Quality of Work-Life	Below 10,000	58.17^b	8.17	3.292	0.038*
	10,001-20,000	57.77^b	8.90		
	20,001-30,000	55.34^a	7.10		
Employee Satisfaction	Below 10,000	7.30	1.47	.667	0.514
	10,001-20,000	7.12	1.41		
	20,001-30,000	7.19	1.18		
Employee Performance	Below 10,000	11.01	2.13	.517	0.597
	10,001-20,000	10.88	2.60		
	20,001-30,000	11.24	2.36		

Note: Different alphabets between monthly incomes denotes significance at 5 % level using Duncan Multiple Range test

Since P Value is less than 0.01, the null hypothesis is rejected at 1 percent level of significance with respect to leadership style (0.000), work culture (0.000), occupational self efficacy (0.000) and employee participation in non-work related activities (0.000). Hence it is concluded that there is significant difference between monthly income with respect to leadership styles, work culture, occupational self efficacy, and employee participation in non-work related activities. Based on Duncan Multiple Range Test, the income level of below 10,000 (23.40) significantly differs with 10,001-20,000 (22.08) and 20,001-30,000 (21.10) income levels with respect to leadership style. With respect to work culture, based on Duncan Multiple Range Test, the income level of below 10,000 (24.81) significantly differs with 10,001-20,000 (23.21) and 20,001 -30,000 (22.88) income level categories. With respect to occupational self efficacy, based on Duncan Multiple Range Test, the income level of below 10,000 (24.41) significantly differs with 10,001 -20,000 (23.39) and 20,001 -30,000 (22.91) income levels. With respect to employee participation in non-work related activities, the income level of below 10,000 (17.35) significantly differs with 10,001-20,000(18.27) and also with 20,001-30,000 category (20.42).

Since P value is less than 0.05, the null hypothesis is rejected at 5 percent level of significance with respect to self concept (0.015) and QWL (0.038). Hence it is concluded that there is significant difference between monthly incomes with respect to self concept and QWL. Based on Duncan Multiple Range Test, the income level of below 10,000 (24.37) significantly differs with 10,001-20,000 (24.86) and also with 20,001-30,000 (23.49) income levels for the factor self concept. With respect to quality of work-life, based on Duncan Multiple Range Test, the income level of below 10,000 (58.17) significantly differs with 10,001-20,000(57.77) and also with 20,001-30,000 (55.34).

Since P value is greater than 0.05, the null hypothesis is accepted at 5 percent level of significance with respect to employee attitude to job (0.248), employee perception (0.304), employee satisfaction (0.514) and employee

performance (0.597). Hence it is concluded that there is no difference between income levels with respect to the above mentioned four factors. The study reveals that there is significant difference between monthly income with respect to leadership styles, work culture, and occupational self efficacy, employee participation in non-work related activities (1% level), self concept and QWL (5%). Employees with monthly income less than Rs.10, 000 are found to have better perception than other income groups with respect to these factors of QWL. It seems income does not influence the perception of employees with regard to the above mentioned factors of QWL. Employees are able to think beyond salary which is a positive sign.

A dissimilar finding is reported by Bolhari *et al.,* (2011). In his study it was revealed that there is significant relation between IT staffs' income and their QWL. Another study also reported the same finding (Saraji and Dargahi, 2006). It was found that having good income is an important issue for a high quality of work life. The study among free trade zone managers by Raduan *et al.,* (1984) also revealed same result.

4.2.2.4 Testing of 7th hypothesis

Null Hypothesis:There is no significant difference between total work experiences with respect to socio-psychological factors of QWL.

To test the 7th hypothesis "there is no significant difference between total work experiences with respect to socio-psychological factors of QWL", ANOVA was done using F test. The three 'total work experience' categories considered in the present study were below 2 years, between 2-6 years and above 6 years. The mean scores of the employees of different 'total work experience' were found out along with standard deviation. Based on this, the F value was computed. The results are summarized in Table 4.2.2.4

Table.4.2.2.4

ANOVA for significant difference between total work experiences with respect to socio-psychological factors of QWL.

Socio-psychological factors	Total Work Experience	Mean	SD	F value	P value
Leadership Style	Below 2	23.37[b]	3.52	8.015	0.000**
	2-6	22.30[a]	3.40		
	Above 6	21.84[a]	3.93		
Work Culture	Below 2	24.58[b]	3.51	3.565	0.029*
	2-6	23.81[ab]	3.48		
	Above 6	23.66[a]	3.16		
Employee Attitude to Job	Below 2	22.56	3.12	2.920	0.055
	2-6	22.63	3.23		
	Above 6	21.65	3.73		
Occupational Self Efficacy	Below 2	24.01	3.20	1.245	0.289
	2-6	23.71	3.36		
	Above 6	24.41	3.19		
Employee Participation in Non-Work Related Activities	Below 2	18.16	4.41	1.340	0.263
	2-6	18.06	5.63		
	Above 6	17.13	6.62		
Self Concept	Below 2	24.10	3.07	2.130	0.120
	2-6	24.63	2.96		
	Above 6	24.71	2.99		
Employee Perception	Below 2	12.01[b]	1.92	4.234	0.015*
	2-6	12.04[b]	1.59		
	Above 6	11.37[a]	2.13		
Quality of Work-Life	Below 2	58.07	8.62	.697	0.498
	2-6	57.44	7.64		
	Above 6	56.95	7.95		
Employee Satisfaction	Below 2	7.25	1.43	.019	0.981
	2-6	7.26	1.32		
	Above 6	7.22	1.54		
Employee Performance	Below 2	11.05	2.20	2.207	0.111
	2-6	11.21	2.14		
	Above 6	10.57	2.64		

Note: Different alphabets between total work experiences denote significance at 5 % level using Duncan Multiple Range Test (DMRT).

Since P Value is less than 0.01, the null hypothesis is rejected at 1 percent level of significance and hence it is concluded that there is significant difference between total work experience with respect to leadership styles (0.000) and employee perception (0.015). Based on Duncan Multiple Range Test, below 2 yrs category (23.37) significantly differ with 2-6 yrs (22.30) and also with above 6 yrs (21.84) at 5 percent level for leadership styles. With regard to employee perception, the below 2years category (12.01) differs significantly with 2-6 years category (12.04) and also with above 6 years category (11.37).

Since P value is less than 0.05, the null hypothesis is rejected at 5 percent level of significance with respect to work culture (0.029) and employee perception (0.015) and hence it is concluded that there is significant difference between total work experiences with respect to work culture and employee perception. With respect to work culture, based on Duncan Multiple Range Test, below 2 years (24.58) significantly differ with above 6 years (23.66) but between 2-6 years (23.81) do not differ with other categories. With respect to employee perception about the company, based on Duncan Multiple Range Test, below 2 years (12.01) slightly differs with 2-6 years (12.04) and significantly differ with above 6 years (11.37) at 5 percent level.

Since P value is greater than 0.05, the null hypothesis is accepted at 5 percent level of significance with respect to employee attitude to job (0.055), occupational self efficacy (0.289), employee participation in non-work related activities (0.263), self concept (0.120), QWL (0.498), employee satisfaction (0.981) and employee performance (0.111) and hence it is concluded that there is no significant difference between total work experiences with respect to employee attitude to job, occupational self efficacy, employee participation in non-work related activities, self concept, QWL, employee satisfaction and employee performance.

It has been revealed that there is significant difference between total work experience with respect to leadership styles and employee perception. With regard to leadership style and work culture, below 2 years category has better perception than the other two categories. An employee's total work experience influences his/her perception regarding the leadership provided by their managers/team leaders or their perception regarding the prevailing work culture of the organization. It is also found out that there is no significant difference between total work experience with respect to employee attitude to job, occupational self efficacy, employee participation in non-work related activities, self concept, QWL, employee satisfaction and employee performance. Irrespective of experience, employees share the same feelings with respect to these factors of QWL.

The study conducted by Chirayath (2010) with the objective of finding out the relationship between organizational climate of the secondary schools of Kerala and certain select teacher characteristics revealed that self concept of the teachers and their participation in non-work related activities, had positive relationship with the total teaching experience of the teachers. The present study has come out with a dissimilar finding. In the present study, there is no relationship between total work experience of the employees and their self concept and participation in non work related activities. The contradiction in the findings might be due to the nature of the industry. Chirayath's study was conducted in educational institutions and the present study was conducted in BPO industry.

4.2.2.5. Testing of 8th hypothesis

Null Hypothesis:There is no significant difference between work experiences in the current organization with respect to socio-psychological factors of QWL.

To test the 8th hypothesis "there is no significant difference between work experiences in the current organization with respect to socio-psychological factors of QWL", ANOVA was done using F test. The three work experience categories considered in the present study were below 2 years, between 2-6 years and above 6 years. The mean scores of the employees of different work experience in the current organization were found out along with standard deviation. Based on this, the F value was computed. The results are summarized in Table 4.2.2.5

Table.4.2.2.5

ANOVA for significant difference between work experiences in the current organization with respect to socio-psychological factors of QWL.

Socio-psychological factors	Work experience in this organization	Mean	S D	F value	P value
Leadership Style	Below 2	23.28^b	3.51	7.697	0.001**
	2-6	22.07^a	3.75		
	Above 6	21.83^a	3.44		
Work Culture	Below 2	24.54^b	3.48	4.417	0.013*
	2-6	23.81^{ab}	3.39		
	Above 6	23.28^a	3.35		
Employee Attitude to Job	Below 2	22.64^b	3.06	7.215	0.001**
	2-6	22.60^b	3.37		
	Above 6	20.93^a	3.82		
Occupational Self Efficacy	Below 2	24.12	3.20	2.369	0.095
	2-6	23.47	3.33		
	Above 6	24.42	3.28		
Employee Participation in Non-Work Related Activities	Below 2	18.23^b	4.55	5.429	0.005**
	2-6	18.26^b	5.80		
	Above 6	15.90^a	6.55		
Self Concept	Below 2	24.15	3.08	2.340	0.097
	2-6	24.57	2.99		
	Above 6	24.98	2.80		
Employee Perception	Below 2	12.02^b	1.87	6.617	0.001**
	2-6	12.02^b	1.82		
	Above 6	11.08^a	1.94		
Quality of Work-Life	Below 2	58.19	8.40	1.718	.181
	2-6	57.14	7.54		
	Above 6	56.30	8.62		
Employee Satisfaction	Below 2	7.25	1.40	.507	0.603
	2-6	7.31	1.47		
	Above 6	7.08	1.44		
Employee Performance	Below 2	11.14^b	2.15	4.468	0.012*
	2-6	11.08^b	2.42		
	Above 6	10.20^a	2.42		

Note: Different alphabet between work experiences in this organization denotes significant at 5 % level using Duncan Multiple Range test

Since P value is less than 0.01, the null hypothesis is rejected at 1 percent level of significance with respect to leadership styles (0.001), employee attitude to job (0.001), employee participation in non-work related activities (0.005) and employee perception (0.001). Hence it is concluded that there is significant difference between number of years of experience in the current organization with respect to leadership styles, employee attitude to job, employee participation in non-work related activities and employee perception. Based on Duncan Multiple Range Test, below 2 years of work experience (23.28) significantly differs with 2-6 years (22.07) and also with above 6 years (21.83) at 5 percent level for the factor leadership style. With respect to employee attitude towards job, based on Duncan Multiple Range Test, below 2 years category (22.64) slightly differs with 2-6 years category (22.60) and significantly differs with above 6 years category (20.93) at 5 percent level. With respect to employee participation in non-work related activities, based on Duncan Multiple Range Test, below 2 years category (18.23) slightly differs with 2-6 years category (18.26) and significantly differs with above 6 years category (15.90). With respect to employee perception about the company, based on Duncan Multiple Range Test, below 2years category (12.02) and 2-6 years categories (12.02,) significantly differ with above 6 years category (11.08) at 5 percent level.

Since P value is less than 0.05, the null hypothesis is rejected at 5 percent level of significance for work culture (0.013) and employee performance (0.012). Hence it is concluded that there is significant difference between number of years of experience in the current organization with respect to work culture and employee performance. With respect to work culture, based on Duncan Multiple Range Test, below 2 years category (24.54) significantly differs with above 6 years category (23.28), but 2-6 years category (23.81) does not differ with other categories. With respect to employee performance, the above 6 years category (10.20) significantly differs with 2-6 years category (11.08) and also with below 2 years category (11.14).

Since P value is greater than 0.05, the null hypothesis is accepted at 5 percent level of significance with respect to occupational self efficacy, self concept, QWL, and employee satisfaction. Hence it is concluded that there is no significant difference between work experience in the current organization with respect to occupational self efficacy, self concept, QWL, and employee satisfaction.

The analysis reveals that there is significant difference between number of years of experience in the current organization with respect to leadership styles, employee attitude to job, employee participation in non-work related activities and employee perception (1%). Moreover, there is significant difference between number of years of experience in the current organization with respect to work culture and employee performance (5%). It is also revealed that there is no significant difference between work experience in the current organization with respect to occupational self efficacy, self concept, QWL, and employee satisfaction. This is because since the average years of experience of the employees in the current organization is 2-3 years, it does not influence much. Moreover, self concept is a long term concept. It remains consistent over a period of time, so these 2-3 years of experience does not bring any change in their self awareness or self concept.

A similar finding is reported by Hossain (1997). He investigated the relationship between quality of work life and work experience of employees in the current organization among industrial workers in Bangladesh. Positive correlation between work experience and QWL was found in his study

4.2.3 Chi-square tests:

In this subsection of analysis, chi-square test is done. Chi-square test is done to find out the significant association between demographic variables and quality of work life. The demographic variables considered for the analysis are

educational qualification and quality of work life, monthly income and quality of work-life and level of quality of work-life and level of employee performance

4.2.3.1. Testing of 9th hypothesis

Null Hypothesis: There is no association between educational qualification and quality of work-life.

To test the 9th hypothesis "there is no association between educational qualification and quality of work life", chi-square test was done using cross tabulation. The four categories under educational qualification considered for the present study were "Upto H.Sc", "Under graduate", "Post graduate" and "Others". And the three levels of quality of work life were "Low", "Moderate" and "High". Cross tabulation was done to find out the row and column percentages. Row percentages are given in curved brackets and column percentages are given in square brackets. Chi-square value was also computed. The results are summarized in Table. 4.2.3.1

Table. 4.2.3.1
Chi-square test for association between educational qualification and level of quality of work-life

Educational Qualification	Level of Quality of Work-Life			Total	Chi-square value	P value
	Low	Moderate	High			
Upto HSc	9 (9.3%) [7.1%]	47 (48.5%) [20.0%]	41 (42.3%) [29.7%]	97		
Under Graduate	71 (26.9%) [55.9%]	127 (48.1%) [54.0%]	66 (25.0%) [47.8%]	264		
Post Graduate	35 (29.7%) [27.6%]	53 (44.9%) [22.6%]	30 (25.4%) [21.7%]	118	32.287	0.000**
Others	12 (57.1%) [9.4%]	8 (38.1%) [3.4%]	1 (4.8%) [.7%]	21		
Total	127	235	138	500		

Note: 1. The value within ( ) refers to row percentage
    2. The value within [ ] refers to column percentage

Table 4.2.3.1 reveals that since P value is less than 0.01, the null hypothesis is rejected at 1 percent level of significance. Hence it is concluded that there is significant association between educational qualification and level of QWL. Based on row and column percentage, the under graduate employees have low level of QWL than post graduate employees. The employees up to H.Sc qualification have 9.3% of low level, 48.5% of moderate level and 42.3% of high level of QWL. The under graduate employees have 26.9% of low level, 48.1% of moderate level and 25.0% of high level of QWL. The post graduate employees have 29.7% of low level, 44.9% of moderate level and 25.4% of high level of QWL. The other employees have 57.1% of low level, 38.1% of moderate level and 4.8% of high level of QWL.

The analysis reveals that there is significant association between educational qualification and quality of work-life because education is the key to stratification system- it shapes the likelihood of being employed, the qualities of the job a person can get, and income. Well educated people are more likely to be employed and more likely to be employed full-time than are those with little education (US Department of education, 1992). Low levels of education increase economic hardship. Individuals with low levels of education have lower incomes than those with high levels of education (Sewell and Harser, 1975), in part because they are less likely to be employed and if employed, more likely to hold low-level jobs. Low levels of education further deprive people of the problem-solving resources needed to cope with the stress of economic hardship. Hardship increases psychological distress as well. Education may provide social support by giving people access to multiple roles with independent social networks which boost the potential for social relationship. (Walker, Wasserman, and Wellman, 1993). Ross and Van Willigen, (1997) in their study concluded that education is the root cause of individual well-being which shapes the people's employment, the kind of work they do, their income and economic hardship, social psychological resources and distress.

A dissimilar finding is reported in a study by Reena (2011) among the library professionals in Kerala. No significant difference was noticed among the groups of librarians categorized on the basis of educational background. It was concluded that the relationship between QWL of library professionals in Kerala and educational background was not significant.

4.2.3.2 Testing of 10th hypothesis

Null Hypothesis: There is no association between monthly income and level of quality of work-life.

To test the 10th hypothesis, "there is no association between monthly income and level of quality of work-life", chi-square test was done using cross tabulation. The three categories under monthly income considered for the present study were "below 10,000", "10,001-20000" and "20,001-30,000". And the three levels of quality of work life were "Low", "Moderate" and "High". Cross tabulation was done to find out the row and column percentages. Row percentages are given in curved brackets and column percentages are given in square brackets. Chi-square value was also computed. The results are summarized in Table. 4.2.3.2

Table: 4.2.3.2

Chi-square test for association between monthly income and level of quality of work-life

Monthly Income	Level of Quality of Work-Life			Total	Chi-square value	P value
	Low	Moderate	High			
Below 10,000	79 (24.2%) [62.2%]	145 (44.5%) [61.7%]	102 (31.3%) [73.9%]	326		
10,001-20,000	29 (27.1%) [22.8%]	48 (44.9%) [20.4%]	30 (28.0%) [21.7%]	107	14.634	.006**
20,001-30,000	19 (28.4%) [15.0%]	42 (62.7%) [17.9%]	6 (9.0%) [4.3%]	67		
Total	127	235	138	500		

Note: 1. The value within ( ) refers to Row percentage
2. The value within [ ] refers to Column percentage

Table 4.2.3.2 reveals that since P value is less than 0.01, the null hypothesis is rejected at 1 percent level of significance and hence it is concluded that there is significant association between monthly income and level of QWL. Based on row and column percentage, the employees with an income of below 10,000 have low level of QWL than employees with income of 20,001-30,000. The employees with below 10,000 incomes have 24.2% of low level, 44.5% of moderate level and 31.3% of high level of QWL. The employees with 10,001-20,000 have 27.1% of low level, 44.9% of moderate level and 28.0% of high level of QWL. The employees with 20,001-30,000 income have 28.4% of low level, 62.7% of moderate level and 9.0% of high level of QWL.

The analysis reveals that there is significant association between monthly income and quality of work-life because remuneration occupies an important place in the life of an employee. An employee's standard of living, status in the society, motivation, loyalty and productivity depend upon the remuneration he/she receives. An effective system of remuneration is highly significant because several problems related to personnel centre around one element i.e. remuneration. Attractive remuneration enables an organization to attract, retain and motivate competent people.

A similar finding is reported in a study by Taneja and Kumari (2012). The aim of their study was to find out the bank employees' perception towards their quality of work-life and demographic variables. The data were analyzed with the help of factor analysis, descriptive statistics, t test and one way ANOVA. The analysis showed that there was significant gap among the bank employees' demographic variables with reference to various factors of QWL.

4.2.3.3. Testing of 11th hypothesis

Null Hypothesis:There is no association between level of quality of work-life and level of employee performance.

To test the 11th hypothesis, "there is no association between level of quality of work-life and level of employee performance", chi-square test was done using cross tabulation. The three levels under quality of work-life considered for the present study were "low", "moderate" and "high". And the three levels of employee performance were also "low", "moderate" and "high". Cross tabulation was done to find out the row and column percentages. Row percentages are given in curved brackets and column percentages are given in square brackets. Chi-square value was also computed. The results are summarized in Table. 4.2.3.3

Table. 4.2.3.3

Chi-square test for association between level of quality of work-life and level of employee performance

Level of Quality of Work-Life	Level of Employee Performance			Total	Chi-square value	P value
	Low	Moderate	High			
Low	40 (31.5%) [44.9%]	79 (62.2%) [27.5%]	8 (6.3%) [6.5%]	127	54.034	0.000**
Moderate	42 (17.9%) [47.2%]	129 (54.9%) [44.9%]	64 (27.2%) [51.6%]	235		
High	7 (5.1%) [7.9%]	79 (57.2%) [27.5%]	52 (37.7%) [41.9%]	138		
Total	89	287	124	500		

Note: 1. The value within ( ) refers to Row percentage
2. The value within [ ] refers to Column percentage

Table 4.2.3.3 reveals that since P Value is less than 0.01, the null hypothesis is rejected at 1 percent level of significance. Hence it is concluded that there is significant difference between level of QWL and level of employee performance. Based on row and column percentage, the employees with low QWL have low level of employee performance than high level of QWL. The employees with low level of QWL have 31.5% of low level, 62.2% of moderate level and 6.3% of high level of employee performance. The employees with moderate level of QWL have 17.9% of low level, 54.9% of moderate level, and 27.2% of high level of employee performance. The employees with high level of QWL have 5.1% of low level, 57.2% of moderate level and 37.7% of high level of employee performance.

The analysis reveals that there is significant difference between level of QWL and level of employee performance. Abundant number of literature tried to

summarize the connection between QWL and work performance. The literature says that in order to ensure success of an organization, the organization "engine" which is the employee must be focused, and serviced accordingly to ensure that they will give their best. Employees demonstrate dissatisfaction by performing below their actual ability when their needs are not fulfilled by the organization. The upcoming literature that tries to seek the association between QWL and work performance mainly focused on the remuneration aspect which includes salary, salary increment, bonuses, allowances, pension and medical benefits which serve as best examples that can motivate employees to give their best to their employer. Besides remuneration aspect, interpersonal communication aspects are one of the main factors that contribute to work performance. This aspect includes respecting others, working together, believing others and information sharing which will benefit both the employee and employer. Work environment, job security and safety aspects such as retirement scheme, workers association and accident free workplace are some of the examples that can motivate the employees. Organization support also serves an important tool to strengthen employee work performance. If the organization "engine" is left working alone without any support/supervision, their performance will be affected. Individual and family life, personal health and well-being were found to have an influence on employees' work performance.

A similar finding was reported by Ramstad (2008) who examined concurrent improvements in performance and QWL achieved by means of a development process supporting Work Organizational and Management (WOM) practices and their application. In the analysis, there were three groups according to the results. The first group was the best group which showed improvements in performance and QWL. The second group was poor group whose impact was poor for both factors and the third group, the middle group, in which only either performance or QWL had improved. The correlation between performance and QWL was higher in the best group. The results indicated that performance and

QWL can be improved concurrently using the same work place practices and there is no need to execute separate projects for improving one another. Systematic application of WOM practices is positively related to simultaneous improvement. Concerning the nature of development method, the study showed that employee participation in planning and implementation phase, close collaboration during the process, the methods used by the experts and external networking were related to simultaneous outcome at workplaces.

4.2.4 Friedman Tests

In this subsection of analysis, Friedman test is done. Friedman test is used to find out the significance of difference between mean ranks of each of the select socio-psychological factors of quality of work-life. The socio-psychological factors of quality of work-life considered in this study are leadership styles, work culture, employee attitude to job, occupational self efficacy, employee participation in non-work related activities, self concept and employee perception about the company

4.2.4.1 Testing of 12th hypothesis

Null Hypothesis: There is no significant difference between mean ranks towards perception on QWL

To test the 12th hypothesis, "there is no significant difference between mean ranks towards perception on QWL" Friedman test was used. Mean ranks were computed for all the items of quality of work-life. Chi-square value also was computed. The results are summarized in Table .4.2.4.1

Table 4.2.4.1
Friedman test for significant difference between mean ranks towards perception on QWL

Perception on QWL	Mean Rank	Chi-square value	P value
Participative decision making is time consuming	9.15	1084.186	0.000**
Not seen other family members	5.69		
Asked to stay back beyond shift hours	7.48		
Participative decision making gives me job satisfaction	10.20		
Flexible work timings motivates me to be productive	10.85		
Expected to adjust to sudden shifts	8.32		
Identify with the goals of the organization	9.97		
Self critical about what I do	7.47		
Getting fair pay compared to others	7.02		
Confident of doing any difficult task	10.82		
Instructions are well-communicated	10.41		
Weekly breaks entirely spent with family	9.06		
Continue to work for the org. Because of financial consequences	6.96		
Skipping company outings implies lack of commitment	8.52		
Recognizing employee performance reduces employee turn over	8.13		
Long queues in cafeteria forces me to skip meal	5.94		

** denotes significant at 1% level

Table. 4.2.4.1 reveals that since p value is less than 0.01, the null hypothesis is rejected at 1 percent level of significance. Hence it is concluded that there is significant relationship between mean ranks towards perception of quality of work life. Based on mean rank, 5th statement (10.85) i.e. "Flexible work timings motivate me to be more productive", 12th statement (10.82), "I am confident of doing any difficult task", and 13th statement (10.41) "Instructions are well-communicated" are the three topmost statements of QWL.

4.2.4.2 Testing of 13th hypothesis

Null Hypothesis: There is no significant difference between mean ranks towards perception of leadership styles

To test the 13th hypothesis, "there is no significant difference between mean ranks towards perception on leadership styles", Friedman test was done. Mean ranks were computed for all the items of leadership styles. Chi-square value was also computed. The results are summarized in Table.4.2.4.2

Table 4.2.4.2
Friedman Test for significant difference between mean ranks towards perception of leadership styles

Perception on Leadership Styles	Mean Rank	Chi-square value	P value
Supervisor arouses my enthusiasm to achieve the goal	3.51		
Supervisor provides new direction of thinking in times of difficulty	3.83		
Supervisor gives clear instruction about what should or should not be done	4.00		
Supervisor doesn't take any action until things go wrong	2.45	341.872	0.000**
Supervisor asks for improvement when my performance is under his/her expectation	3.85		
Supervisor gives my reward or punishment according to result of my performance	3.36		

** denotes significant at 1% level

Table 4.2.4.2 reveals that since P value is less than 0.01 the null hypothesis is rejected at 1 percent level of significance. Hence it is concluded that there is significant relationship between mean ranks towards perception of leadership styles contributing to QWL. Based on mean rank "My supervisor gives clear instruction about what should or should not be done" (4.00), "My supervisor asks for improvement when my performance is under his/her expectation"(3.85), and "My supervisor provides new direction of thinking in times of difficulty" (3.83) are the three top most statements under the factor "leadership styles".

The analysis reveals that there is significant difference between the mean ranks towards the perception on leadership styles. This might be due to the fact that leadership is an important factor of employee satisfaction which is influenced by the internal organizational environment that includes organizational climate, leadership types and personnel relationships (Wexley and Yukl, 1984). The quality of the leader-employee relationship or the lack thereof has great influence on the employee's self esteem and job satisfaction (Chen and Spector 1991; Brockner 1988; DeCremer 2003). Employees are more satisfied with considerate and supportive leaders than with those who are indifferent or critical towards their subordinates (Yukl 1971). Negative leader-employee relation reduces productivity and increases absenteeism and turnover rate (Keashly, Trott, and MacLean 1994; Ribelin 2003). According to Robbins (2003), the employee resignation rate with transformational leadership is less than with the transactional leadership. Improving the employee's working situations; fulfilling their needs and helping them to perform better are positively related to transformational leadership. Transformational culture boosts both the organization and the employee's performance (Bass and Avolio 1993) without enforcing extra burden on them (Schlotz, 2009). Researchers have found the strong relationship between transformational leadership and job satisfaction and viewed that, for an organization to enhance job satisfaction among their workers and to increase commitment they must follow transformational leadership style (Koh, Steers and Terborc, 1995).

A similar finding is reported by Ghasemizad *et al.,* (2012) to support the present finding that there is relationship between leadership style and QWL. He focused his research on investigating the relationship between spiritual leadership, quality of work-life, job satisfaction and productivity in Kerman high schools' principals and teachers. Their findings showed that there was significant relationship between spiritual leadership and quality of work-life. Multiple regressions showed that among the variables of spiritual leadership, QWL and

job satisfaction, QWL has more impact on productivity. But a dissimilar finding is reported by Markow and Klenke (2005). Their study revealed that employees with higher levels of spirituality have higher levels of quality of work-life.

4.2.4.3 Testing of 14th hypothesis

Null Hypothesis:There is no significant difference between mean ranks towards the perception of work culture dimension of socio-psychological factors of QWL.

To test the 14th hypothesis "there is no significant difference between mean ranks towards perception on work culture dimension of socio-psychological factors of QWL", Friedman test was conducted. Mean ranks were computed for all the items of work culture. Chi-square value was also computed. The results are summarized in Table.4.2.4.3

Table 4.2.4.3

Friedman test for significant difference between mean ranks towards the perception of work culture.

Perception on Work Culture	Mean Rank	Chi-square value	P value
Consider both positive and negative aspects before action	3.94		
Face and do not shy away from problems	3.94		
Accept and appreciate help offered by others	3.73		
Believe freedom to employees breeds indiscipline	2.89	272.867	0.000**
Believe that a good way to motivate employees is to give them autonomy at work	3.61		
Usually , emphasis on team work dilutes individual accountability	2.89		

** denotes significant at 1% level

Table 4.2.4.3 reveals that since P value is less than 0.01, the null hypothesis is rejected at 1 percent level of significance and hence it is concluded that there is significant difference between mean ranks towards their perception on work culture. Based on mean rank, "I consider both positive and negative aspects before action" (3.94), "I face and do not shy away from problems" (3.94) and "I accept and appreciate help offered by others" (3.73) are the three top most statements in the factor "work culture".

The analysis reveals that there is significant difference between mean ranks towards perception on work culture. The reason is that BPO's have vibrant environment. Generally the interiors are also done up in a way that it makes people feel nice and energetic. BPO's have round the clock working culture. Employees work in day shifts and night shifts. The work culture in quality BPOs is a blend of professionalism and friendliness. Human beings are not treated like machines but are given equal opportunities of growth in every sphere of learning. BPOs create a friendly working atmosphere so that the employees do not feel suffocated. But long working hours and pressure to meet deadlines and achieve targets takes its toll on the well-being of employees. Hence quality BPO's offer world class channels to the distressed employees. Entertaining events and parties are organized at regular intervals so that employees are relieved from the monotony of daily routine. World class BPO's has gymnasiums, sports and café facilities. BPO employees work hard to meet deadlines and targets. Motivation is a great booster when it comes to delivering end results. So to ensure that the team is motivated, team leaders and managers keep the morale of employees' high through encouraging words. Good and outstanding work is always recognized and rewarded in form of perks, incentives, gift certificates, etc in BPO sector. The employees never feel dearth of guidance and warmth of encouraging words in BPOs. People from every nook and corner of the world are lured by state-of-the-art facilities and hefty packages. Apart from cultural differences, there is "goldmine prospect" of rubbing shoulders with people from different

educational, professional and cultural backgrounds. Thus, there are rich culture ties and exchanges in the BPO companies.

A similar finding reported by Eastman *et al.,* (1998) using LOMA (Life Office Management Association) research found that the companies with high culture for excellence consistently outperformed companies with a weak culture for excellence. The findings demonstrated the value of the high culture for excellence on bottom line measures of turnover, financial performance, customer satisfaction and employee morale. They say that creating a culture that is characterized by employee involvement, quality service, and quality of work life can pay off big in terms of bottom line in competitive market which enhances employee morale and commitment to company, reduced costs and increased productivity.

4.2.4.4 Testing of 15th hypothesis

Null Hypothesis: There is no significant difference between mean ranks towards the perception on employee attitude to job.

To test the 15th hypothesis, "there is no significant difference between mean ranks towards perception on employee attitude to job", Friedman test was used. Mean ranks were computed for all the items of work culture. Chi-square value was also computed and the results are summarized in Table.4.2.4.4

Table 4.2.4.4

Friedman test for significant difference between mean ranks towards the perception on employee attitude to job.

Perception on Employee Attitude to Job	Mean Rank	Chi-square value	P value
Supervisor listens to my suggestions	3.45	61.355	.000**
Given the freedom to find new and better ways to get the work done	3.10		
Decisions are made in my dept without unreasonable delay	3.67		
Too much of work related stress in this organization leads to burnout	3.66		
Supervisor lets me know what is happening in the organization	3.36		
Management has created an open and comfortable work environment	3.77		

** denotes significant at 1% level

Table 4.2.4.4 reveals that since p value is less than 0.01, the null hypothesis is rejected at 1 percent level of significance and hence it is concluded that there is significant difference between mean ranks towards the perception on employee attitude to job. Based on mean rank, "Management has created an open and comfortable work environment" (3.77), "Decisions are made in my dept without unreasonable delay" (3.67) and "Too much of work related stress in this organization leads to burnout" (3.66), are the three topmost statements.

The analysis reveals that there is significant difference between mean ranks towards the perception on employee attitude to job. The attainment of competitive advantage by an organization is linked to the attitudinal characteristics of employees shaped by their organizational experiences. Employees develop positive attitudes when their employers satisfy their various needs continuously. Positive impacts such as high commitment and loyalty may lead to increasing performance through hard work and negative attitudes such as absenteeism can result in poor performance. The development of positive employee attitudes can thus be achieved by organizations inculcating the QWL

concept in their designs (Aryeeey and Sanda, 2012). Researchers reveal that organizations using the employee's insight and knowledge can identify QWL indicators whose incorporation in the functional organization system could support the creation of positive organizational values not only to enhance employee's commitment, job satisfaction and productivity, but also to create good employee-management relationship towards increased organizational performances.

Similar study is reported by Reena and Jayan (2012). They investigated the role of quality of work life on job attitude and personal effectiveness of engineering college teachers in Kerala. It was found out that QWL has a significant impact on job attitude. From Karl Pearson coefficient of correlation, it was evident that there exists a high positive correlation between the variables of QWL, job attitude and personal effectiveness.

4.2.4.5 Testing of 16th hypothesis

Null Hypothesis:There is no significant difference between mean ranks towards the perception on occupational self efficacy

To test the 16th hypothesis, "there is no significant difference between mean ranks towards perception on occupational self efficacy", Friedman test was done. Mean ranks were computed for all the items of work culture. Chi-square value was also computed. The results are summarized in Table.4.2.4.5

Table 4.2.4.5

Friedman test for significant difference between mean ranks towards the perception on occupational self efficacy

Perception on Occupational Self Efficacy	Mean Rank	Chi-square value	P value
If in trouble, I can usually think of a solution	4.10		
Can solve most problems if i invest necessary effort	3.66		
It is easy for me to stick to aims and accomplish my goals	3.45		
Confident that I could deal efficiently with unexpected events	3.75	240.198	0.000**
Remain calm when facing difficulties because I can rely on my coping abilities	2.87		
Can usually handle whatever comes my way	3.16		

** denotes significant at 1% level

Table 4.2.4.5 reveals that since P value is less than 0.01, the null hypothesis is rejected at 1 percent level of significance and hence it is concluded that there is significant difference between mean ranks towards their perception on occupational self efficacy. Based on mean rank, "If I am in trouble, I can usually think of a solution" (4.10), "I am confident that I could deal efficiently with unexpected events", (3.75), and "I can solve most problems if I invest necessary effort" (3.66), are the three top most statements.

The analysis reveals that there is significant difference between the mean ranks towards the perception on occupational self efficacy. Self efficacy is defined as individual's belief in one's capabilities to organize and execute the courses of action required to achieve the goals (Bandura, 1997). A strong sense of self efficacy enhances human accomplishment and personal well-being in many ways. People with high assurance in their capabilities approach difficult tasks as challenges to be mastered rather as threats to be avoided. Such an efficacious outlook fosters intrinsic interest and deep engrossment in activities. Self efficacious people set themselves challenging goals and maintain strong

commitment to them, heighten and sustain their efforts in the face of failure, quickly recover their sense of efficacy after failures/setbacks, approach threatening situations with assurance that they can exercise control over them. Such an efficacious outlook produces personal accomplishments, reduces stress and lowers vulnerability to depression. Employment in BPO is perceived to have enhanced young people's communication skills and self efficacy. Young women are very confident about their ability to negotiate with elders and their parents on issues about which they disagree.

Similar finding is reported by Wood and Bandura (1989) who demonstrated a positive relationship between self perceptions of managerial efficacy and managerial performance. Eden and Zuk (1995) found a positive relationship between naval officer's perceptions of self efficacy and performance at sea. Stajkovic and Luthan's (1998) Meta analysis reported correlation between self efficacy and work performance.

4.2.4.6 Testing of 17th hypothesis

Null Hypothesis: There is no significant difference between mean ranks towards the perception on employee participation in non-work related activities.

To test the 17th hypothesis, "there is no significant difference between mean ranks towards perception on employee participation in non work related activities", Friedman test was used. Mean ranks were computed for all the items of work culture. Chi-square value was also computed. The results are summarized in Table.4.2.4.6

Table 4.2.4.6
Friedman test for significant difference between mean ranks towards the perception on employee participation in non-work related activities

Perception on Employee Participation in non-work related activities	Mean Rank	Chi-square value	P value
The company has courts for outdoor games	3.01		
The company organizes various employee engagement activities	3.31		
The company has special interest groups that plan weekend trips, sports, cultural events	3.63		
The company has an employee lounge open 24/7 for employees to relax	3.79	473.302	0.000**
The company provides crèche, a day care facility for children	2.69		
The organization organizes birthday celebrations and wedding anniversaries	4.58		

** denotes significant at 1% level

Table 4.2.4.6 reveals that since P value is less than 0.01, the null hypothesis is rejected at 1 percent level of significance and hence it is concluded that there is significant difference between mean ranks towards the perception on employee participation in non-work related activities. Based on mean rank, "The organization organizes birthday celebrations and wedding anniversaries" (4.58), "The Company has an employee lounge open 24/7 for employees to relax" (3.79), and "The Company has special interest groups that plan weekend trips, sports, cultural events" (3.63) are the three top most statements.

The analysis reveals that there is significant difference between the mean ranks of employees towards the perception on employee participation in non-work related activities. This may be due to the fact that the companies organize cultural programs as and when possible but most of the times, once in a quarter, in which all the employees are given an opportunity to display their talents in dramatics, singing, acting, dancing etc. Apart from that the organizations also conduct various games programs such as cricket, football, etc. and sometime play matches with teams of other organizations and colleges. Hence the opinions of employees vary.

In Genpact BPO, employees do a variety of things. Their internal CSR (Corporate Social Responsibility) brand is named caring@genpact. The "giving philosophy" is geared towards giving back of time and skills, especially towards chosen areas such as education/employability, healthcare, inclusion and environment which are strategically chosen. Time-wise, they keep their initiatives very flexible leaving it to the employees to do so at their convenience. Every team gets flexibility to choose and decide what activity and what scope it wants to contribute. In general they encourage a minimum of 2 hours of volunteering per month whether spent over weekdays or holidays. Most of their initiatives are ongoing programs led by sites. Hyderabad site leads Gurukul program through which employees teach computers to underprivileged kids. Infosys BPO has a chief fun officer to promote fun at work. Brigade, a Hyderabad based BPO has chief fun officer, who is in charge of all the fun that includes dancing, singing, various competitions, games , parties etc. In some companies like Global Inc., lights are turned off after 6 pm every Friday and then the whole office has a whale of time playing "hide and seek" and "Antakshari".

Participation in leisure activities has been shown to reduce depression and anxiety, produce positive moods and enhance self esteem and self concept, facilitate social interaction, increase general psychological well-being and life satisfaction and improve functioning (Haworth and Lewis, 2008). Studies have also shown that people reportedly have found enjoyable flow experiences to occur during work time (Bryce and Haworth, 2002; Sikszentmihalyi and Leferve, 1989). Working environments that foster co-operative relationships and bring employees together to connect, share stories and build trust are believed to facilitate building of social capital (Cohen and Prusat, 2001). Employees have reported that social capital can enhance both their QWL (Requena, 2003) and feelings of personal wellness.

4.2.4.7 Testing of 18th hypothesis

Null Hypothesis: There is no significant difference between mean ranks towards their perception on self concept dimension of socio-psychological factors.

To test the 18th hypothesis "there is no significant difference between mean ranks towards perception on self concept", Friedman test was used. Mean ranks were computed for all the items of organization culture. A Chi-square value was also computed. The results are summarized in Table no.4.2.4.7

Table 4.2.4.7
Friedman test for significant difference between mean ranks towards the perception on self concept

Perception on Self Concept	Mean Rank	Chi-square value	P value
Wish I could work harder in my job	4.15		
Wish I could correct the mistakes of my colleagues	2.98		
Wish I could deal with others with more presence of mind	3.59		
Can deal with others with presence of mind	3.44	292.298	0.000**
Colleagues regards me as one of the efficient employees' in the organization	2.88		
Have the ability to face my colleagues and talk to them	3.96		

** denotes significant at 1% level

Table 4.2.4.7 reveals that since P value is less than 0.01, the null hypothesis is rejected at 1 percent level of significance and hence it is concluded that there is significant difference between mean ranks of employees towards the perception on self concept. Based on mean rank, "I wish I could work harder in my job" (4.15), "I have the ability to face my colleagues and talk to them" (3.96), and "I wish I could deal with others with more presence of mind" (3.59) are the three top most statements.

The analysis reveals that there is significant difference between the mean ranks towards the perception on self concept. "Self concept" refers to the loyalty of a complex, organized, and dynamic system of learned beliefs, attitudes and opinions that each person holds to be true about his/her personal existence (Yahaya and Ramli, 2009). "Self concept" is a person's way of perceiving himself and may be either positive or negative. "Self concept" depends on how he is treated and how he perceives such treatment. The main factors that determine the formation of self concept of an individual are the environment as well as people with whom the individual lives. Beheshtifar and Rahimi-Nehzad (2012) in their study on self concept found that self concept in organizations could have an effect on social work behaviors such as caring co-workers and being cooperative with others which are sometimes known as 'extra-role behaviors'; organization-based role-set in workplace like occupation role, subordinate role and colleague and group member role; career satisfaction and achievement. Researchers say that when the managers have favorable attitudes towards themselves, they would be in a better position to build positive and realistic self concept in their employees. So promoting self concept is of high importance and positive self concept should be reinforced among the employees.

Several investigations (Bowden, 2002; Gardner and Pierce, 1998, 2001; Neal 2000; Ragins et.al 2000) reveal a positive relationship between occupation-based self esteem and most facets of job satisfaction.

4.2.4.8 Testing of 19th hypothesis

Null Hypothesis: There is no significant difference between mean ranks towards their perception on employee performance

To test 19th hypothesis, "there is no significant difference between mean ranks towards perception on employee performance", Friedman test was used. Mean ranks were computed for all the items of work culture. A Chi-square value is also computed. The results are summarized in Table.4.2.4.8

Table 4.2.4.8

Friedman Test for the significant difference between mean ranks towards their perception on employee performance

Perception on Employee Performance	Mean Rank	Chi-square value	P value
In the last appraisal approval period, Manager has talked to me about my progress	1.81	165.504	0.000**
Manager holds me accountable for the work that i do	2.38		
Feel the company's employment benefit scheme meets my needs	1.81		

** denotes significant at 1% level

Since P value is less than 0.01, the null hypothesis is rejected at 1 percent level of significance and hence it is concluded that there is significant difference between mean ranks towards perception on employee performance. Based on mean rank, "My manager holds me accountable for the work that I do" (2.38), "In the last appraisal approval period, my manager has talked to me about my progress" (1.81) and "I feel the company's employment benefit scheme meets my needs" (1.81) are the important statements.

The analysis reveals that there is significant difference between mean ranks towards the perception on employee performance as found in Chi-square analysis.

A dissimilar study by Islam and Seingthai (2009) whose main objective of the study was to identify the relationship between QWL and employee satisfaction as well as QWL and organizational performance. All the hypotheses were tested using chi-square and regression. Hypothesis on relationship between QWL and organizational performance is rejected. It has been identified that QWL has negatively influenced and had no significant relationship with organizational performance.

4.2.5 Correlation analysis:

In this subsection of analysis, correlation was done. Correlation is used to find out the significant relation between two variables. The dependent variable used for this study is "quality of work-life" (QWL) and the independent variables are the socio-psychological variables such as "leadership styles", "work culture", "employee attitude to job", "occupational self efficacy", "employee participation in non-work related activities", "self concept" and "employee perception about the company". Correlation is done to find out the strength of relationship between quality of work-life (QWL) and socio-psychological variables.

4.2.5.1 Testing of 20th hypothesis

Null Hypothesis: There is no significant relation between the select socio-psychological factors and quality of work-life

To test the 20th hypothesis, "there is no significant relation between the select socio-psychological factors and quality of work-life", the correlation coefficient is found for all the socio-psychological factors. The results are summarized in table. 4.2.5.1

Table 4.2.5.1

Correlation analysis for significant relationship between socio-psychological factors and quality of work-life

Socio-psychological factors	Quality of Work-Life	Employee Performance	Employee Satisfaction
Leadership Style	0.582**	0.367**	0.388**
Work culture	0.520**	0.260**	0.163**
Employee Attitude to Job	0.511**	0.532**	0.430**
Occupational Self Efficacy	0.329**	0.171**	0.085
Employee Participation in Non-Work Related Activities	0.385**	0.474**	0.251**
Self Concept	0.509**	0.114*	0.066
Employee Perception	0.450**	0.511**	0.249**

** Significant at 1% level

Table 4.2.5.1 reveals that the correlation coefficient between leadership styles and QWL is 0.582 which indicates 58.2% positive relationship between leadership styles and QWL and is significant at 1% level. Similarly 52% between work culture and QWL, 51.1% between employee attitude to job and QWL, 32.9% relationship between occupational self efficacy, 38.5% relationship between employee participation in non-work related activities and QWL, 50.9% relationship between self concept and QWL and 45.0% relationship between employee perception about the company and QWL all of them are positively correlated with QWL and are significant at 1% level. Hence the null hypothesis is rejected at 1% level.

4.2.5.2 Testing of 21st hypothesis

Null Hypothesis: There is no significant relation between employee performance and quality of work-life; employee satisfaction

and quality of work-life; and between employee performance and employee satisfaction.

To test the 21st hypothesis, "there is no significant relation between socio-psychological factors and quality of work-life", the correlation coefficient was found for all the socio-psychological factors. The results are summarized in Table. 4.2.5.2

Table 4.2.5.2

Correlation analysis for significant relationship between employee performance and quality of work-life

Variables	Quality of Work-Life	Employee Performance	Employee Satisfaction
Quality of Work-Life	1.000	0.363**	0.431**
Employee Performance	-	1.000	0.425**
Employee Satisfaction	-	-	1.000

** Significant at 1% level

Table 4.2.5.2 reveals that the correlation coefficient between QWL and employee performance is 0.363 which indicate 36.3% positive relationship between QWL and employee performance, 43.1% positive relationship between QWL and employee satisfaction and 42.5% positive relationship between employee performance and employee satisfaction and all are significant at 1% level. Hence the null hypothesis is rejected at 1% level.

4.2.6. Multiple Regression Analysis:

In this subsection of analysis, multiple regression was done. Regression is the determination of statistical relationship between two or more variables. In simple regression two variables are used. One variable (independent) is the cause of the behavior of another one (dependent). When there are more than two independent variables, the analysis concerning relationship is known as multiple

correlations and the equation describing such relationship is called the multiple regression equation.

Regression analysis is concerned with the derivation of an appropriate mathematical expression which is derived for finding values of a dependent variable on the basis of independent variable. It is thus designed to examine the relationship of a variable Y to a set of other variables $X_1, X_2, X_3............X_n$. the most commonly used linear equation in $Y = b_1 X_1 + b_2 X_2 +......+ b_n X_n + b_0$

Here Y is the dependent variable, which is to be found. $X_1, X_2,...$ and X_n are the known variables with which predictions are to be made and $b_1, b_2 ,....b_n$ are coefficient of the variables.

In this study, the dependent variable is QWL; independent variables are: leadership styles, work culture, employee attitude to job, occupational self efficacy, employee participation in non-work related activities, self concept and employee perception and analysis are discussed as follows:

4.2.6.1. Multiple Regression of Quality of Work-Life on Socio-psychological factors:

In this regression, dependent variable is quality of work-life (QWL) and the independent variables are: leadership styles, work culture, employee attitude to job, occupational self efficacy, employee participation in non-work related activities, self concept and employee perception about the company which are listed below:

Dependent variable : Quality of work-life (Y)
Independent variables: 1. Leadership styles (X_1)
                        2. Work culture(X_2)
                        3. Employee attitude to job(X_3)
                        4. Occupational self efficacy(X_4)
                        5. Employee participation in non-work related activities(X_5)
                        6. Self concept(X_6)
                        7. Employee perception about the company(X_7)

Multiple R value   :   0.765
R Square value   :   0.585
F value   :   99.026
P value   :   0.000**

Table. 4.2.6.1

Variables in the multiple regression analysis

Variables	Unstandardized Coefficients(B)	SE of B	Standardized Coefficients (β)	t value	P value.
Constant	-5.715	2.597	-	2.201	0.028*
Leadership Styles (X_1)	0.631	0.082	0.277	7.650	0.000**
Work Culture (X_2)	0.379	0.088	0.160	4.315	0.000**
Employee Attitude to job (X_3)	0.341	0.095	0.136	3.586	0.000**
Occupational self efficacy (X_4)	0.232	0.085	0.091	2.739	0.006**
Employee participation in non-work (X_5)	0.339	0.053	0.214	6.370	0.000**
Self Concept (X_6)	0.807	0.090	0.297	8.923	0.000**
Employee Perception (X_7)	0.077	0.162	0.018	0.475	0.635

** denotes significant at 1% level
*denotes significant at 5% level

Table 4.2.6.1 shows that the multiple correlation coefficient is 0.765 and it measures the degree of relationship between the actual values and the predicted values of the QWL. Because the predicted values are obtained as linear combination of leadership styles, organization culture, employee attitude to job, occupational self efficacy, employee participation in non-work related activities, self concept and employee perception, the coefficient value of 0.765 indicates that the relationship between QWL and socio-psychological factors is quite strong and positive.

The Coefficient of Determination R-square measures the goodness-of-fit of the estimated Sample Regression Plane (SRP) in terms of the proportion of the variation in the dependent variables explained by the fitted sample regression

equation. Thus the value of R-square is 0.585 simply means that about 58.5% of the variation in QWL is explained by the estimated SRP that uses socio-psychological factors as the independent variables and R square value is significant at 1 percent level.

The multiple regression equation is

$$Y = -5.715 + 0.631X_1 + 0.379X_2 + 0.341X_3 + 0.232X_4 + 0.339X_5 + 0.807X6 + 0.077X_7$$

Here the coefficient of X_1 is 0.631 represents the partial effect of leadership styles on QWL, holding the other variables as constant. The estimated positive sign implies that such effect is positive that QWL score would increase by 0.631 for every unit increase in leadership styles and this coefficient value is significant at 1% level. The coefficient of X_2 is 0.379 which represents the partial effect of work culture on QWL, holding the other variables as constant. The estimated positive sign implies that such effect is positive that QWL score would increase by 0.379 for every unit increase in work culture and this coefficient value is significant at 1% level. The coefficient of X_3 is 0.341 which represents the partial effect of employee attitude to job on QWL, holding the other variables as constant. The estimated positive sign implies that such effect is positive that QWL score would increase by 0.341 for every unit increase in employee attitude to job and this coefficient value is significant at 1% level. The coefficient of X_4 is 0.232 which represents the partial effect of occupational self-efficacy on QWL, holding the other variables as constant. The estimated positive sign implies that such effect is positive that QWL score would increase by 0.232 for every unit increase in occupational self efficacy and this coefficient value is significant at 1% level. The coefficient of X_5 is 0.339 which represents the partial effect of employee participation in non-work related activities on QWL, holding the other variables as constant. The estimated positive sign implies that such effect is positive that QWL score would increase by 0.339 for every unit increase in employee participation in non-work related activities and this coefficient value is

significant at 1% level. The coefficient of X_6 is 0.807 which represents the partial effect of self concept on QWL, holding the other variable as constant. The estimated positive sign implies that such effect is positive that QWL score would increase by 0.379 for every unit increase in self concept and this coefficient value is significant at 1% level. The coefficient of X_7 is 0.077 which represents the partial effect of employee perception about the company on QWL, holding the other variables as constant. The estimated positive sign implies that such effect is positive that QWL score would increase by 0.077 for every unit increase in employee perception about the company and this coefficient value is not significant at 1% level.

Based on standardized coefficient value, X_6 (self concept) is the most important factor to improve quality of work-life (QWL) followed by X_1 (leadership styles), X_2 (work culture), X_3 (employee attitude to job), X_5 (employee participation in non work related activities), X_5 (occupational self efficacy) and X_7 (employee perception about the company).

4.2.6.2 Multiple Regression of employee performance on Socio-psychological variables, employee satisfaction and QWL.

In this regression, dependent variable is employee performance and the independent variables are leadership styles, work culture, employee attitude to job, occupational self efficacy, employee participation in non-work related activities, self concept, employee perception about the company, employee satisfaction and quality of work life (QWL) which are listed below.

Dependent variable : Employee performance (Y)
Independent variables: 1. Leadership styles (X_1)
                        2. Work culture(X_2)
                        3. Employee attitude to job(X_3)
                        4. Occupational self efficacy(X_4)
                        5. Employee participation in non-work related
                          activities (X_5)
                        6. Self concept(X_6)
                        7. Employee perception about the company(X_7)
                        8. Employee satisfaction(X_8)
                        9. Quality of work life(X_9)

Multiple R value   :   0.683
R Square value   :   0.467
F value   :   47.611
P value   :   0.000**

Table 4.2.6.2

Variables in the multiple regression analysis

Variables	Unstandardized Co-efficients(B)	SE of B	Standardized Coefficients	t value	P value.
Constant	-1.123	0.838	-	1.340	0.181
Leadership (X_1)	0.007	0.028	0.011	0.260	0.002**
Work Culture(X_2)	0.003	0.028	0.005	0.122	0.003**
Employee attitude(X_3)	0.135	0.031	0.194	4.327	0.000**
Occupational Self efficacy (X_4)	0.083	0.027	0.119	3.101	0.002**
Employee Participation (X_5)	0.127	0.017	0.291	7.310	0.000**
Self Concept (X_6)	0.012	0.031	0.016	0.379	0.003**
Employee Perception (X_7)	0.339	0.051	0.283	6.702	0.000**
Employee Satisfaction (X_8)	0.373	0.063	0.234	5.937	0.000**
QWL (X_9)	0.032	0.015	-0.117	2.188	0.029*

** denotes significant at 1% level
*denotes significant at 5% level

The multiple correlation coefficient 0.683 measures the degree of relationship between the actual values and the predicted values of the QWL. Because the predicted values are obtained as linear combination of leadership styles, organization culture, employee attitude to job, occupational self efficacy, employee participation in non-work related activities, self concept and employee perception, the coefficient value of 0.683 indicates that the relationship between employee performance and socio-psychological factors of QWL and employee satisfaction is quite strong and positive.

The Coefficient of Determination R-square measures the goodness-of-fit of the estimated Sample Regression Plane (SRP) in terms of the proportion of the variation in the dependent variables explained by the fitted sample regression

equation. Thus the value of R-square is 0.467 means that about 46.7% of the variation in QWL is explained by the estimated SRP that uses socio-psychological factors as the independent variables and R square value is significant at 1 percent level.

The multiple regression equation is

$$Y= -1.123 + 0.007X_1 + 0.003X_2 + 0.135X_3 + 0.083X_4 + 0.127X_5 + (-0.012)X_6 + 0.339X_7 + 0.373X_8 + -0.032X_9$$

In the above equation, the coefficient of X_1 is 0.007 represents the partial effect of leadership styles on employee performance, holding the other variables as constant. The estimated positive sign implies that such effect is positive that QWL score would increase by 0.007 for every unit increase in leadership styles and this coefficient value is not significant at 5% level. The coefficient of X_2 is 0.003 represents the partial effect of work culture on employee performance, holding the other variables as constant. The estimated positive sign implies that such effect is positive that employee performance score would increase by 0.003 for every unit increase in work culture and this coefficient value is not significant at 5% level. The coefficient of X_3 is 0.135 represents the partial effect of employee attitude to job on employee performance, holding other variables as constant. The estimated positive sign implies that such effect is positive that employee performance score would increase by 0.135 for every unit increase in employee attitude to job and this coefficient value is not significant at 1% level. The coefficient of X_4 is 0.083 represents the partial effect of occupational self efficacy on employee performance, holding the other variables as constant. The estimated positive sign implies that such effect is positive that employee performance score would increase by 0.083 for every unit increase in occupational self efficacy and this coefficient value is significant at 1% level. The coefficient of X_5 is 0.127 represents the partial effect of employee participation in non-work related activities on employee performance, holding the other variables as constant. The estimated positive sign implies that such effect is

positive that employee performance score would increase by 0.127 for every unit increase in employee participation in non-work related activities and this coefficient value is significant at1% level. The coefficient of X_6 is 0.012 represents the partial effect of self concept on employee performance, holding the other variables as constant. The estimated positive sign implies that such effect is positive that employee performance score would increase by 0.012 for every unit increase in self concept and this coefficient value is significant at 5% level. The coefficient of X_7 is 0.339 represents the partial effect of employee perception about the company on employee performance, holding the other variables as constant. The estimated positive sign implies that such effect is positive that employee performance score would increase by 0.339 for every unit increase in employee perception about the company and this coefficient value is significant at 1% level. The coefficient of X_8 is 0.373 represents the partial effect of employee satisfaction on employee performance, holding X_9 as constant. The estimated positive sign implies that such effect is positive that employee performance score would increase by 0.373 for every unit increase in employee satisfaction and this coefficient value is significant at 1% level. The coefficient of X_9 is 0.032 represents the partial effect of quality of work-life on employee performance, holding the other variables as constant. The estimated positive sign implies that such effect is positive that employee performance score would increase by 0.032 for every unit increase in quality of work-life and this coefficient value is significant at 1% level.

Based on standardized coefficient value, X_8 (employee satisfaction) is the most important factor to improve employee performance followed by X_7 (employee perception about the company), X_3 (employee attitude to job), X_5 (employee participation in non work related activities, X_4 (occupational self efficacy), X_1 (leadership styles), X_2 (work culture) and X_6 (self concept).

4.2.7. Structural equation modeling

Structural equation modeling is a tool for analyzing multivariate data that has been long known in marketing to be especially appropriate for theory testing (Bagozzi, 1980). Structural equation models go beyond ordinary regression models to incorporate multiple independent and dependent variables as well as hypothetical latent constructs that clusters of observed variables might represent. They also provide a way to test the specified set of relationships among observed and latent variables as a whole, and allow theory testing even when experiments are not possible. As a result, these methods have become ubiquitous in all social and behavioral sciences (MacCallum and Austin, 2000).

In this subsection of analysis, structural equation modeling is done. Structural equation modeling is done to find out whether the conceptual model developed by the researcher is fit or not. Figure 5.1 depicts the structural equation model of employee performance.

Variables in the structural equation model are

I. **Observed, endogenous variables**
   1. Quality of work life (QWL)
   2. Employee satisfaction
   3. Employee performance

II. **Observed, exogenous variables**
   1. Employee attitude to job
   2. Occupational self efficacy
   3. Work culture
   4. Leadership styles
   5. Employee participation in non-work related activities
   6. Self concept
   7. Employee perception about the company

III.   Unobserved, exogenous variables

       e1: error term for QWL
       e2: error term for employee satisfaction
       e3: error term for employee performance

Hence number of variables used in the SEM is:

Number of variables in the model: 13
Number of observed variables: 10
Number of unobserved variables: 3
Number of exogenous variables: 10
Number of endogenous variables: 3
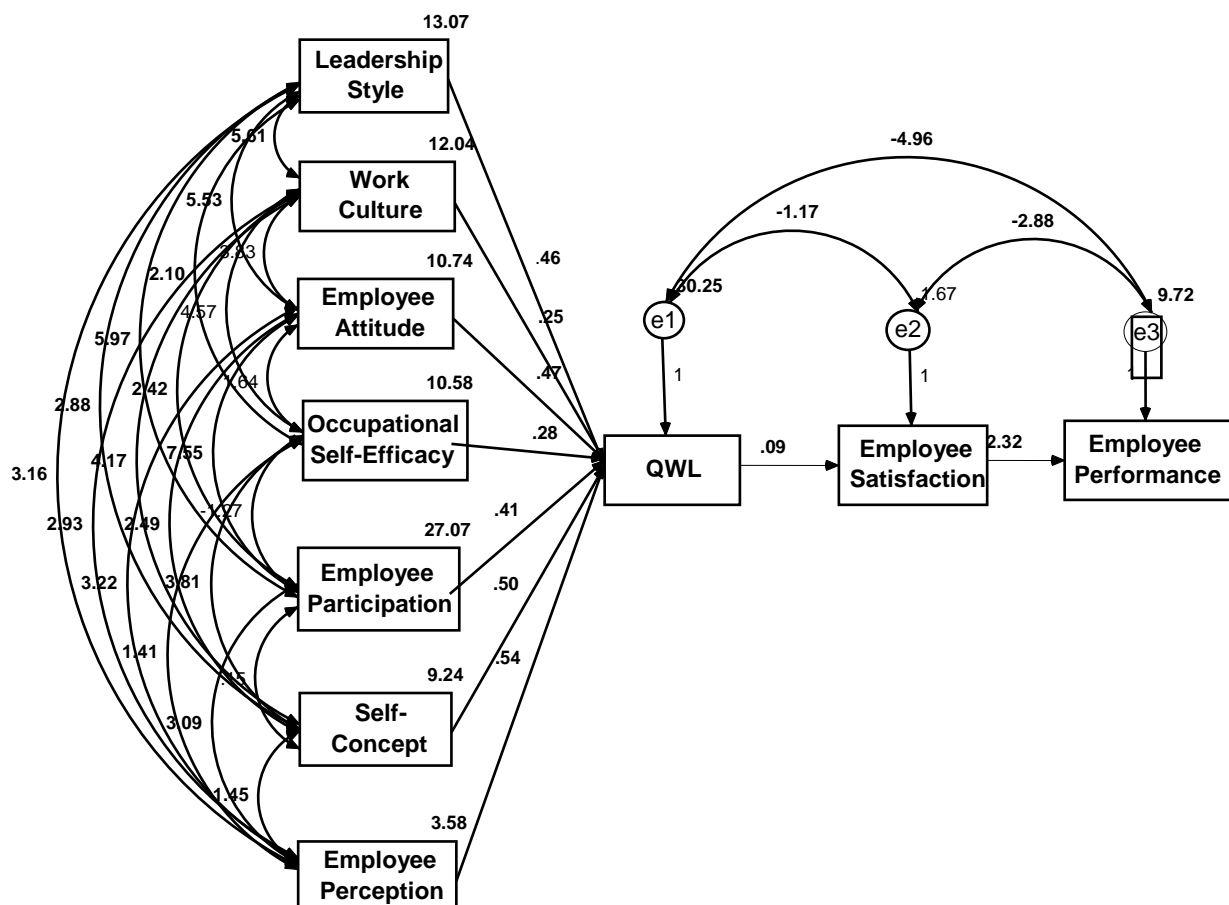
Figure 5.1

Structural Equation Model of Employee Performance

Table 4.2.7.1

Variables in the structural equation model analysis

Variables		Unstandardized coefficient	S.E.	Standardized coefficient	t value	p value
QWL	<--- Leadership	0.463	0.068	0.203	6.773	<0.001**
QWL	<--- Work Culture	0.246	0.072	0.104	3.412	<0.001**
QWL	<--- Employee Attitude to Job	0.475	0.079	0.189	6.035	<0.001**
QWL	<--- Occupational Self-Efficacy	0.281	0.070	0.111	4.037	<0.001**
QWL	<--- Employee Participation	0.413	0.045	0.261	9.230	<0.001**
QWL	<--- Self Concept	0.498	0.075	0.184	6.643	<0.001**
QWL	<--- Employee Perception	0.541	0.133	0.124	4.070	<0.001**
Employee Satisfaction <--- QWL		0.092	0.009	0.531	9.741	<0.001**
Employee Performance <--- Employee Satisfaction		2.323	0.248	1.455	9.379	<0.001**

Note: ** denotes significance at 1% level

The Table 4.2.7.1 shows that the coefficient of leadership styles is 0.463 which represents the partial effect of perception towards leadership on QWL, holding work culture, employee attitude, occupational self efficacy, employee participation, self concept, employee performance, QWL and employee satisfaction as constant. The estimated positive sign implies that such effect is positive that QWL would increase by 0.463 units for every unit increase in leadership styles and this coefficient value is significant at 5% level. The coefficient of organization culture is 0.246 which represents the partial effect of work culture towards QWL holding employee attitude, occupational self efficacy, employee participation, self concept, employee performance, QWL and employee satisfaction as constant. The estimated positive sign implies that such

effect is positive that QWL would increase by 0.246 units increase in work culture towards QWL and this coefficient value is not significant at 5% level. The coefficient of employee attitude to job is 0.475 which represents the partial effect of employee attitude towards QWL, holding occupational self-efficacy, employee participation, self concept, employee performance, QWL and employee satisfaction as constant. The estimated positive sign implies that such effect is positive that QWL would increase by 0.475 units increase in employee attitude towards QWL and this coefficient value is significant at 5% level. The coefficient of occupational self-efficacy towards QWL is 0.281 which represents the partial effect of occupational self-efficacy towards QWL, holding employee participation, self concept, employee performance, QWL and employee satisfaction as constant. The estimated positive sign implies that such effect is positive that QWL would increase by 0.281 units increase in occupational self efficacy and this coefficient value is significant at 5% level. The coefficient of employee participation towards QWL is 0.413 which represents the partial effect of employee participation towards QWL, holding self concept, employee performance, QWL and employee satisfaction as constant. The estimated positive sign implies that such effect is positive that QWL would increase by every unit increase in employee participation and this coefficient value is significant at 5% level. The coefficient of self concept is 0.498 which represents the partial effect of self concept on QWL, holding employee performance, QWL and employee satisfaction as constant. The estimated positive sign implies that such effect is positive that QWL would increase by 0.498 units increase in self concept and this coefficient value is significant at 5% level. The coefficient of employee performance is 0.541 which represents the partial effect of employee performance on QWL holding, QWL and employee satisfaction as constant. The estimated positive sign implies that such effect is positive that QWL would increase by 0.541 units increase in employee performance and this coefficient value is significant at 5% level. The coefficient of QWL is 0.092 which represents the partial effect of QWL on employee satisfaction, holding employee

satisfaction as constant. The estimated positive sign implies that such effect is positive that QWL would increase by 0.092 units increase in QWL and this coefficient value is significant at 5% level. The coefficient of QWL is 2.323 which represent the partial effect of employee satisfaction on employee performance, holding leadership, work culture, employee attitude to job, occupational self efficacy, employee participation in non-work related activities, self concept, and QWL as constant. The estimated positive sign implies that such effect is positive that employee performance would increase by 2.323 units increase in employee satisfaction and this coefficient value is significant at 5% level. Model fit summary of SEM is given in Table 4.2.7.2.

Table 4.2.7.2

Model fit summary of SEM

Variable	Value
Chi-square value	14.936
P value	0.245
GFI	0.955
AGFI	0.948
CFI	0.915
RMSEA	0.057

GFI AND AGFI:

The Goodness of Fit statistic (GFI) was created by Joreskog and Sorbom as an alternative to the Chi-square test and calculates the proportion of variance that is accounted for by the estimated population covariance (Tabachnick and Fidell, 2007). By looking at the variances and covariances accounted for by the model it shows how closely the model comes to replicating the observed covariance matrix (Diamantopoulos and Siguaw, 2000). This statistic ranges from 0 to 1 with larger samples increasing its value. When there are a large number of degrees of freedom in comparison to sample size, then GFI has a download bias (Sharma *et al.*, 2005). In addition, it has also been found that the

GFI increases as the number of parameters increases (MacCallum and Hong, 1997) and has also an upward bias with large samples (Bollen, 1990; Miles and Shevlin, 1998). Traditionally an omnibus cut-off point of 0.90 has been recommended for the GFI, however, similar studies have shown that when factor loadings and sample sizes are low a higher cut-off of 0.95 is more appropriate (Miles and Shevlin, 1998).

$$\text{GFI} = 1 - \frac{F_k}{F_0}$$

Where F_k is the minimum fit function after a SEM model has been estimated using K degrees of freedom; F_0 is the fit function that would result if all parameters were zero.

A model that fits well produces a ratio of F_K/F_0 that is quite small. Conversely, a model that does not fit well produces F_K/F_0 that is relatively large because F_k would not differ much from F_0. In the extreme, if a model failed to explain any true covariance between measured variables, F_k/F_0 would be 1, meaning the GFI would be 0.

Related to GFI is the AGFI (Adjusted Goodness of Fit Index) which adjusts the GFI based upon the degrees of freedom, with more saturated models reducing fit (Tabachnick and Fidell, 2007). Thus, more parsimonious models are preferred while others are penalized for complicated models. In addition to this, AGFI tends to increase with sample size. As with GFI, value for the AGFI also ranges between 0 and 1 and it is generally accepted that values of 0.90 or greater indicate well fitting models.

CFI:

The Comparative Fit Index (CFI: Bentler, 1990) is a revised form of the NFI which takes into account sample size (Byrne, 1998) that performs well even when sample size is small (Tabachnick and Fidell, 2007). This index was first

introduced by Bentler (1990). Like the NFI, this statistic assumes that all latent variables are uncorrelated (null/independence model) and compares the sample covariance matrix with this null model. As with NFI, values of this statistic range between 0.0 and 1.0 with values closer to 1.0 indicating good fit. A cut-off criterion of CFI≥0.90 was initially advanced. However, recent studies have shown that a value greater than 0.90 is needed in order to ensure that mis-specified models are not accepted (Hu and Bentler, 1999). From this a value of CFI≥0.95 is presently recognized as indicator of good fit (Hu and Bentler, 1999).

The general computational form of the CFI is

$$\text{CFI} = 1 - \frac{(\chi_k^2 - df_k)}{(\chi_N^2 - df_N)}$$

The subscript k represents values associated with the researcher's specified model or theory that is the resulting fit with k degrees of freedom. The subscript N denotes values associated with the statistical null model. Additionally, the equation is normed to values between 0 and 1 with higher values indicating better fit by substituting an appropriate value (i.e., 0) if a χ^2 value is less than the corresponding degrees of freedom.

RMSEA:

The Root Mean Square Error of Approximation (RMSEA) tells how well the model, with unknown but optimally chosen parameter estimates would fit the population's covariance matrix (Bryne, 1996). In recent years it has become regarded as 'one of the most informative fit indices' (Diamantopoulos and Siguaw, 2000:85) due to its sensitivity to the number of estimated parameters in the model. In other words, the RMSEA favors parsimony in that it will choose the model with lesser number of parameters. Recommendations for RMSEA cut-off points have been reduced considerably in the last fifteen years. Until the early nineties, an RMSEA in the range of 0.05 to 0.10 was considered as an indication of fair fit and values above 0.10 indicated poor fit (MacCallum *et al.*, 1996). It

was then thought that an RMSEA of between 0.08 to 0.10 provides a mediocre fit and below 0.08 shows a good fit (MacCallum *et al.*, 1996).

Computation of RMSEA is rather straightforward and provided to demonstrate how statistics tries to correct the problems of using the χ^2 statistic alone.

$$\text{RMSEA} = \sqrt{\frac{(\chi^2 - df_k)}{(N - 1)}}$$

It was noticed that "df" are subtracted from the numerator in an effort to capture model complexity. The sample size is used in the denominator to take into account. To avoid negative values, the numerator is set to 0 if "df_k" exceeds "χ^2".

From the Table 4.2.7.2, it is found that the calculated P value is 0.245, which is greater than 0.05 which indicates perfect fit. Here GFI (Goodness of Fit Index) and AGFI (Adjusted Goodness of Fit Index) values are greater than 0.9 which represent as a good fit. The calculated CFI (Comparative Fit Index) is 0.915 which means that it is a perfect fit and also it is found that RMSEA (Root mean square error of approximation) value is 0.057 which is lesser than 0.10 which indicates that it is perfect fit.

4.3 CONCLUSION:

The analysis and interpretation done using various statistical tools in SPSS 16.0 version and SEM are discussed in detail in this chapter. As the broad objective of the present study is to find out whether the select socio-psychological variables contribute to QWL or not, the study results clearly revealed that there is significant relationship between all the socio-psychological variables and QWL. Another important objective of the present study was to test the conceptual model developed by the researcher. The model is found to be fit, which tells that socio-psychological factors contributing to QWL lead to

employee satisfaction and eventually lead to employee performance. So the BPO companies should consider the socio-psychological aspects of QWL mentioned in the present study in order to achieve employee satisfaction and to improve employee performance, thus achieving organizational excellence.

The findings indicate that there is strong relationship between the manager's leadership style and the work culture of the organization. Further, specific relationships were discovered between work culture and quality of work life of employees. It means that manager's leadership style is instrumental in establishing a congenial work culture and climate in the organization which in turn leads to quality of work life of employees (Chirayath, 2007). Positive relationships were found between attitude of the employees to their job, occupational self efficacy, self concept of employees, and quality of work-life. Significant and positive relationship is indicated between work culture, employee attitude to their job and also their job satisfaction. A motivated work force working in the right environment will result in higher productivity, greater passion for business and deeper engagement with customers (Chirayath and Venugopal, 2011). Work culture is a powerful variable in determining the employee attitude and their job satisfaction (Chirayath, 2007, 2008). Significant positive relationship is established between organizational climate and employee morale (Chirayth, 2009). Hence BPO companies should give maximum care to establish a congenial work environment which is marked by harmonious interpersonal relationships where employees can grow and develop, making every BPO company in Hyderabad a better place for working, learning and living.

Every organization is a socio-psychological system; employees work in groups, hence the interaction of organizational behavior of role participants at various levels of the organization may be assumed to play a significant role in creating a work culture. This work culture affects the quality of services rendered by the company to its on-shore and off-shore clients. So it is essential for

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employees and the managers to function as effective teams by understanding each other including oneself.

It was also found that positive relationships exist between quality of work-life and employee satisfaction and employee performance. Hence, measures should be taken to improve the quality of the work-life of employees to enhance their satisfaction and their performance, that is, productivity. Towards this purpose, both 'hygiene' factors and 'motivators' in the work environment should be improved. It is not that only motivators should be taken care of or only hygiene factors should be taken care of. For a young employee, at least in the initial years of his career, hygiene factors in the work environment are very important. As mentioned in Chapter 1, seventy percent of BPO employees are below thirty-five years of age (Gen Y).

Considerable evidences exist to prove that attrition is a major cause of concern for the BPO companies (Table 4.1.1.10). BPO companies should have no stones unturned from better pay to improved work culture to retain their talent. The key to employee retention is to look beyond salaries and move smart people management tools and practices. In fact, this era is marked for its war for talent. Retaining employees is one of the most crucial challenges for companies in the IT and ITES-BPO sector. With attrition rates in double digits, companies struggle to make their employees stay long with them. According to Govil , senior vice president and global HR head, Wipro's IT business (2012), "every two years the dynamics of the employer-employee relationship changes, in the fourth quarter, Wipro's annualized employee attrition fell year- on –year by 6.5% to 14.4 percent. This is a clear reflection of the fact that our engagement measures are working". (The Hindu Business Line, Friday, July, 13, 2012). The reasons for which the young professionals leave the company are: higher studies, better opportunities and personal factors. The 1-3 year old in the company has high levels of aspirations, many women employees get married and relocate to other cities. As more and more young women enter IT-BPO sector, HR managers

are compelled to review, revise and revitalize their HR policies so as to accommodate female professionals. Women who work in night shifts have to be taken care of by the company for their safety. Reliable and honest cab drivers have to be arranged by the company to bring the women employees from their homes and drop them back safely at odd hours of the night. Many women are compelled to leave the job after the birth of the child. Ironically, a woman's productive years are also her reproductive years. Three months maternity leave is an issue for many companies, at the same time career need to be attractive for women. Many mid-career women quit the job to take care of their family and children and also the elder parents who stay with them. Companies should realize that investing in women work force makes good business sense and retaining the female talents makes even better sense both for the company's profile as well as its political correctness. Many of the problems which female employees face are country-specific but there is one serious issue which is global and that is the work life balance. Work life balance of employees is a major challenge for HR managers. Flexible working hours, working at home, working on a part-time basis are all good, but at the end of the day every employee has to be evaluated. Women also should realize that they need to take care of their jobs along with their children. They cannot take off for six months, join and then say "bye-bye" to the company. This approach is totally unprofessional. One peculiar problem which Indian families face is: India has extremely powerful women in politics, business and governance. But at home it is a different story. Men do not help in household tasks. Another peculiarity of Indian and Chinese culture is that marriage is the ultimate goal for women. These stereotypes and mindsets need to change.

The anchor for staying in a company for a longer period would be based on factors like the role, growth, job satisfaction, work environment and not just the money (Raja Simhan, T.E., The Hindu business line, Friday, July 13, 2012). The strategy for filling up the talent gap would be that of mixing of hiring and

accelerated learning programs through need-based training. Moreover, talent retention is very much crucial for delivery and also for client satisfaction. HR department should conduct talent review and planning process periodically. High potential talent pool should be identified and career advancement plans should be chalked out for them along with differential rewards. At the same time it should also be remembered that compensation is not the only way to make the employees feel valuable and wanted. A singular focus on compensation to attract and retain talent is inappropriate because it comes with limited shelf-life and feasibility (Shankar Srinivasan, Chief People Officer, Cognizant Technology Solutions, The Hindu Business Line, Friday, July 13, 2012). Instead, companies should focus more on employee empowerment programs. Creating an entrepreneurial culture that encourages responsibility, commitment, sharing and excellence across all layers will go a long way to combat the alarming attrition in BPO companies. This would definitely give the associates a free hand to push the 'limits of imagination' in doing what they think which is good for the customers as well as the company. Employees should be given the right tools to replicate their digital lives in the work place to engage them better, enhance the quality of services given to the clients and improve overall performance of the company. Cognizant 2.0 which is a web 2.0 based platform, is a case in hand. It serves as a virtual town square for over 140,000 Cognizant associates and over 100,000 active users who share knowledge such as best practices, process guidance and technological artifacts across the company's global delivery network and collaborate on hundreds of projects worldwide.

Improving the quality of work-life of employees should be a constantly evolving procedure, hence HCL Technologies believes in the practice of 'Employees First'. HCL believes that career development and growth within the organization are critical factors towards enhancing the QWL and thus retaining employees. The company encourages its employees to focus on continuous learning and growth- both from career as well as individual development

perspective and provides various avenues to pursue the same. Companies should realize that to keep a momentum of business and revenues, they need to strategize newer ways of retaining and motivating employees. Keeping pace with skill redundancy is the key to retaining talent. They should use sophisticated forecasting techniques by which they can predict who may potentially leave and can program to retain top talent. Analytics on retention trends and demographics play a major role in managing a multi-cultural and multi-generation environment.

The major findings, suggestions for further research and implications of the study are presented in chapter V.