

## **Measuring the Relationship between Quality Work Life and Organizational Environment: A Case Study of Library and Information Science Professionals of Haryana State**

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**Abstract:** Human life is the sum of various smaller domains and for its wholesome enjoyment requires a deep assessment of the factors that impact these domains. Work life is a major part of the adult life, with an average of eight hours of adult life spent at work. It is hence crucial to evaluate the workplace environment and its relationship with a quality work life. A good organizational environment can lead to the determination of a quality work life, ensuring commitment and better performance by the employees. In a library, work quality gets affected by multi-dimensional factors through its organization and management. The present paper takes a look at the significance of assessing organizational management provided by employers, and its correlation with quality of work life for working professionals. The paper analyses this relationship in the field of Library and Information Science professionals in India, and determines factors that enable or accentuate the connection between them. The study collects responses from various professional in the field, and concludes the impact of effective organizational environment in building a quality work life.

**Keywords:** Quality, work, life, organizational environment, professionals, India, Haryana, library, information science.

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### **I. INTRODUCTION:**

What sets human life apart from other lives on Earth is its ability to understand and expand the measure of its experiences. A person always strives to find the best standards of being. Since human life is a sum of different domains that interrelate to each other (Nordenfelt, 1993), it is only natural to seek quality experiences in each facet of its existence towards personal fulfillment (Jonsen et al., 2002). A significant aspect of human life is work. For the average person, a work day lasts for 8 hours, meaning one-third of their adult life is spent at work. This makes quality of work life a vital aspect of a holistic existence. The concept of quality of work life centers upon the degree of want and enthusiasm in a person's mind for performing his duties at work (Beukema, 1987). Working conditions that aid development of skills, and successful completion of work goals (Lau et al., 2001) while improving the employee's professional and social esteem are the basis of a quality work life. In other words, quality of work life refers to the sense of satisfaction in an employee in regard to his or her professional environment. The atmosphere of the work place is a key player in deciding quality of work life for an employee (Singh, 1983). The lack of an attractive or satisfactory work life results in indiscipline, disloyalty and resentment towards work. It causes a drop in productivity and profitability for the employer, and disorganized conduct of energies in the work place. It is then imperative for an organization to invest in the assessment and maintenance of quality of work life for its employees. A central element of ensuring good work life is critical evaluation of the organizational environment. The organizational environment encompasses all dimensions of work environment that are beyond individual control of the employee and rest in the management or administration's decisions. The gap between what employee desires and what the organization provides is an important indicator of employee's satisfaction with work life. Any organization, even with state-of-the-art equipment, tools and efficient strategies, is useless without well- managed human resources to make it function (Sinha and Sahaya, 1981). Estrangement of the working class builds a hostile environment of stress and pressure among employees, by denigrating their worth to no more than spare parts to regular machinery. The employee demands for a decent work environment rest on natural expectations like inclination for modern work (Sharma, 1978), inclusion and acceptance, and absence of authoritarian attitude in the management. Thus, even small but deliberate changes in organizational environment can improve the quality of work life for employees, in turn

increasing the output and general well-being of the employees. Supervisory conduct can have a 21% direct impact upon role productivity, making it a major aspect of discussions on the nature of work life (Gupta and Khandelwal, 1988). In the Indian context, assortment of work, performance stress and regular correspondence by the management have been found to be key factors (Sekaran, 1981) in determining work fulfillment. Other factors that affect quality of work life in India are low financial compensations, domineering attitude and lack of ready support by the administration (Tandon, 1982). Organizations must accept it as a definitive fact that human forces should be given priority over market forces, and accepted as dynamic assets that need to be allowed chances to develop and grow, for increased effectiveness of the organization as a whole. These measures become a necessity in organizations that require reliable efficiency and taxing hours in their work, such as libraries and information centers that compile and conserve important knowledge. Library professionals perform tasks not merely for the benefit of the organization, but for community and human society as a whole. The knowledge banks require efficient administration for successfully bridging the distance between an information-seeker and the plethora of accumulated wisdom and knowledge. Organizations that employ librarians and bookkeepers must cater to their needs and expectations through engaging work environment, smooth management, and updated technological tools for efficient functioning. The present study discusses quality of work life in relation to organizational environment to determine a connection between them. The study focuses on professionals in libraries and information centers, since data on this sector is scarcely available and requires deeper assessment.

## **II. REVIEW OF LITERATURE:**

For the present study about understanding quality of work life in context of organizational environment made available to library professionals, all the relevant literature was reviewed. The following presents a summarized review of literature contributed by information scientists, research scholars and library professionals to this field of study.

Human beings as social animals require more aspects to life than a solitary, aimless existence. The pursuit of a decent standard of living is the essence of the concept behind determining quality of life. Quality of life is a multi-dimensional concept and is achieved in model development of all dimensions in a person's life, namely personal, social and professional aspects of it. Since work is a primary component of daily routine, it is vital to consider the level of enjoyment and fulfillment a person derives from it. Quality of work life is identified with significant and fulfilling work which matches the employee's skills and expectations from his or her career (Serey, 2016). It is the sentiment an employee has about his or her employment, work profile, status and responsibility, and organization. Thus, an employee satisfied with the quality of his or her work life will mirror well for the organization, and reflect positively about the association and associates (Heskett et al., 1977). This underlines the prominence of organizational management for ensuring a model quality in work life of its professionals. Issues and problems in management at institutional levels can trickle down to cause challenges in maintaining the morale of the work force. The tallest hurdles in overcoming organizational mismanagement is excessively bureaucratization, rigidly conventional administration styles and blind dominance by the top leaders at work place (Manga et al., 1981). These are made worse by the poor working conditions and lack of labor rights and amenities to employees. A further lack of opportunities for fair hearing and administration support (Tandon, 1982) makes the environment suffocating and toxic to work in. These issues can be resolved through small changes in the management and attitude of the whole organization. Giving out chances for self-administration and diminished direct supervision (Singh, 1983) allows discipline to be self-taught among the work force. Human resources are more influential and flexible than any other capital, but require consistent care in favor of its development (Buchanana and Body, 1983). Employees look for institutional benefits like modern strategies and practices, work innovation, amiable work culture and social-professional inclusion (Sharma, 1978). Measures to implement these attitudes in the workplace create a work environment that encourages employees to be much more result-oriented, without diminishing their job contentment (Sinha and Sahaya, 1981). This would lead to reduction in common behavioral indiscipline like low attendance (Bhatia and Valecha, 1981), employee turnover rates, or organized strikes and protests (Sharma, 1978). Organizations and associations that mandate strenuous and skilled work need thorough insight into the driving factors for establishing quality of work life and maintain positive correlation with organizational management. Libraries act as highest physical mediums of information, and require great amount of human as well as other resources to function. Employees in libraries and information centers are responsible for a wide variety of tasks and require adequate training, reasonable pay and opportunities of advancement, to justify the requirements for the job. Library experts employ greater use of their skills than many highly-qualified degrees. However, the quality of work in a library gets affected by multi-dimensional factors that affect its organization and management (NormalaDaud, 2010). Realities of bureaucracy, corruption, low quality of work conditions can be detrimental to the health and work attitude of librarians and bookkeepers, affectivity productivity as well. It also has a

broader impact on the society, since libraries also serve as community centers for resource sharing and information gathering. Unfortunately, however, research literature on this critical topic of study is scarcely available and quite inadequate in nature. The present study focuses on establishing the correlation between quality of work life and organizational management, with special focus on professionals working in libraries and information centers.

**Objective:**It is essential to evaluate the standards of organizational environment and the status of work life for professionals employed in the library and information sciences fields. This paper aims at measuring the relationship between quality work life and organizational environment through a case study of library and information science professionals in state of Haryana, India.

### III. RESEARCH METHODOLOGY:

The present study focuses on the measurement of quality of work life for professionals from library and information science fields and its relationship with organizational environment shown by the employers. For the purpose, the study relies on relevant research material on the topics of quality of work life and organizational environment, as aforementioned. It also collects data from various library and information science professionals- information scientists, research scholars and library professionals, working in Haryana, India. It collects information on background factors that influence the work life like educational qualification, experience and job location. It also analyzed answers to questions on pay scale and financial incentives, as well as professional support and encouragement for availing growth opportunities. Lastly, to establish the relationship with the environment at work provided by the employers, the study focuses on questions that pertain to physical amenities in the work place like building design and space, furniture and updated technology, and special provisions like separate cabin for seniors, as well as organizational factors like the general upkeep of living facilities, cleanliness, parking and recreational facilities etcetera. The employees were asked to rate the success of these office measures to understand the importance of organizational environment in ascertaining the standard of work life for a professional. The study revealed that organizational environment had significant impact on establishing the quality of work life among the surveyed professionals.

### IV. FINDINGS AND DISCUSSIONS:

The availability of a favorable organizational environment leaves tangible impact on the quality of work life for employees working in it, especially in the occupation of library and information sciences. Libraries and information centers function as curators and custodians of human knowledge and collective wisdom, and require skilled professionals to understand the demands of their duties. Apart from this primary function, these organizations also work to build a sense of community and togetherness, and need to be user-friendly for all categories of human population in the society. Hence a decent organizational environment for a library must be conducive to smooth and efficient working for the library and information sciences professionals, while being able to cater well to their clientele- the entire human society. Major factors that determine the organizational environment require careful and consistent assessments to keep them well- functioning. These following factors, when effectively maintained, are directly responsible in improving the work lives of professionals and lead to satisfaction and contentment among the workforce.

- **PROVISION OF PHYSICAL AMENITIES**

Physical factors form a significant part of the environment in an organization. The physical facilities available to the employees must meet the requirements of their work, and adequately serve their purpose. Building design and space are the foundation to a cooperative working environment. The architectural layout must be conducive to work in. It includes allotment of space, proper air and lighting, productive layout of the work field. Furniture also serves as an important factor, and must be supportive, sturdy and sufficient, particularly in a library where lack of comfortable furniture can diminish the entire working experience. Staff should also be given adequate sitting space, while library users and clients must be afforded an optimum reading space. Provision of additional facilities like air conditioned offices is a major bonus, and can increase the quality of work life for the employees to a significant high. In the following questionnaire, the respondents were inquired that these facilities met the requirement or not.

**Table 1:Provision of Physical amenities**

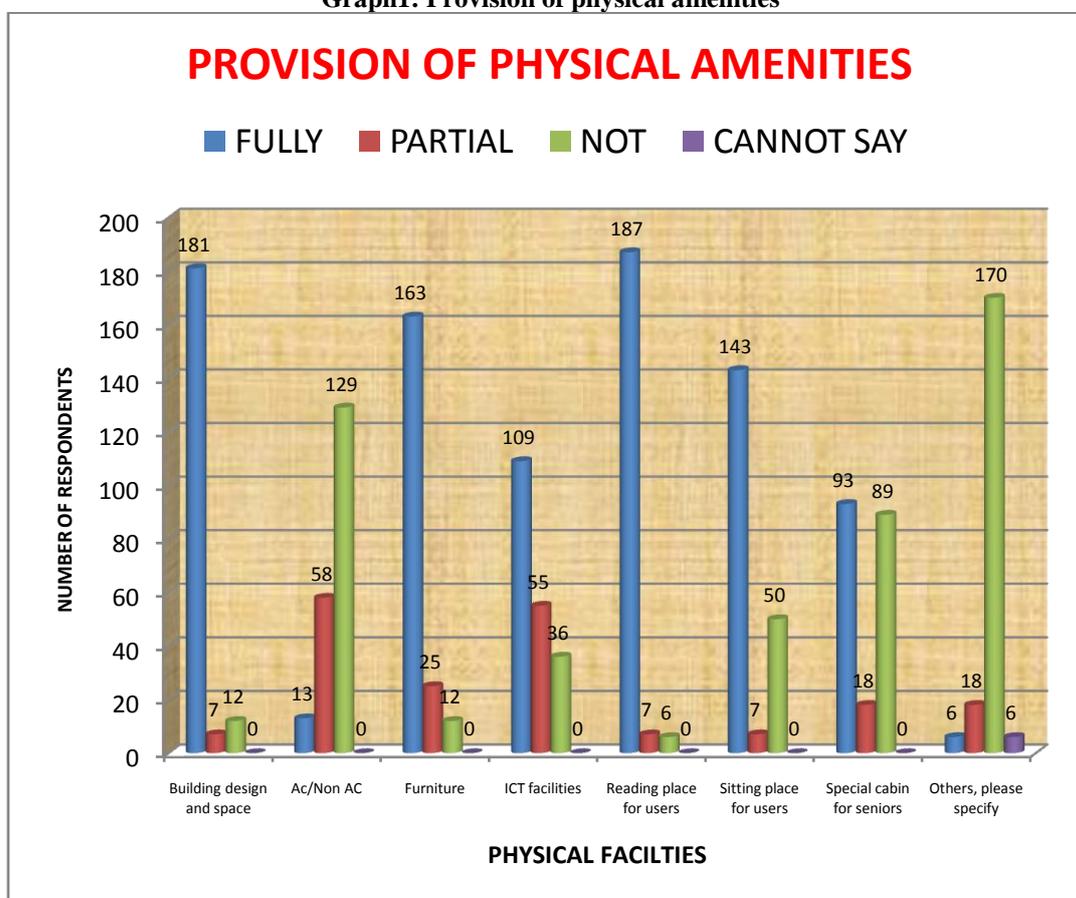
| Physical facilities       | Meet the requirements |             |            |            |                |
|---------------------------|-----------------------|-------------|------------|------------|----------------|
|                           | Fully                 | Partial     | Not        | Cannot say | Remarks if any |
| Building design and space | 181<br>(90.5%)        | 7<br>(3.5%) | 12<br>(6%) | 0          | 0              |
| Ac/Non AC                 | 13                    | 58          | 129        | 0          | 0              |

|                           |                |               |               |           |   |
|---------------------------|----------------|---------------|---------------|-----------|---|
|                           | (6.5%)         | (29%)         | (64.5%)       |           |   |
| Furniture                 | 163<br>(81.5%) | 25<br>(12.5%) | 12<br>(6%)    | 0         | 0 |
| ICT facilities            | 109<br>(54.5%) | 55<br>(27.5%) | 36<br>(18%)   |           |   |
| Reading place for users   | 187<br>(93.5%) | 7<br>(3.5%)   | 6<br>(3%)     | 0         | 0 |
| Sitting place for users   | 143<br>(71.5%) | 7<br>(3.5%)   | 50<br>(25%)   | 0         | 0 |
| Special cabin for seniors | 93<br>(46.5%)  | 18<br>(9%)    | 89<br>(44.5%) | 0         | 0 |
| Others, please specify    | 6<br>(3%)      | 18<br>(9%)    | 170<br>(85%)  | 6<br>(3%) | 0 |

$\chi^2 = 893.39$ ,  $df=21$ ,  $p < 0.001$  Significant

In the table 1 we found that 90.5% respondents were satisfied with the building design, 81.5% with furniture, 54.5% with ICT facilities, 93.5% with reading space, and 46.5% for special cabin for seniors. Majority of libraries are working in non-air-conditioning environment. Very few respondents i.e. 13(6.5%) informed that in their libraries, they have facility of air-conditioners. Calculated chi-square value is 893.39. Hence, there is significant difference among different requirements in different responses.

Graph1: Provision of physical amenities



Graph 1 thus illustrates the data from responses collected as according to Table 1, showing the scale to which employees believed that they were given adequate physical facilities by the organization.

• **MANAGEMENT OF ORGANIZATIONAL FACTORS**

Organizational factors are the basic foundation of support behind the working of an organization. These require general maintenance and upkeep to ensure a satisfaction among employees that further provides for a quality working life. Living or accommodation facilities of the employees are required to be regularly ascertained for adequacy. General ground-level operations for cleanliness, drinking water availability, and maintenance of

toilets is also essential to keep the system running smoothly. Other facilities like canteen, parking and sports or recreation need to be provided with timely checks on being well-maintained. These factors influence the interest of peoples to come to the library.

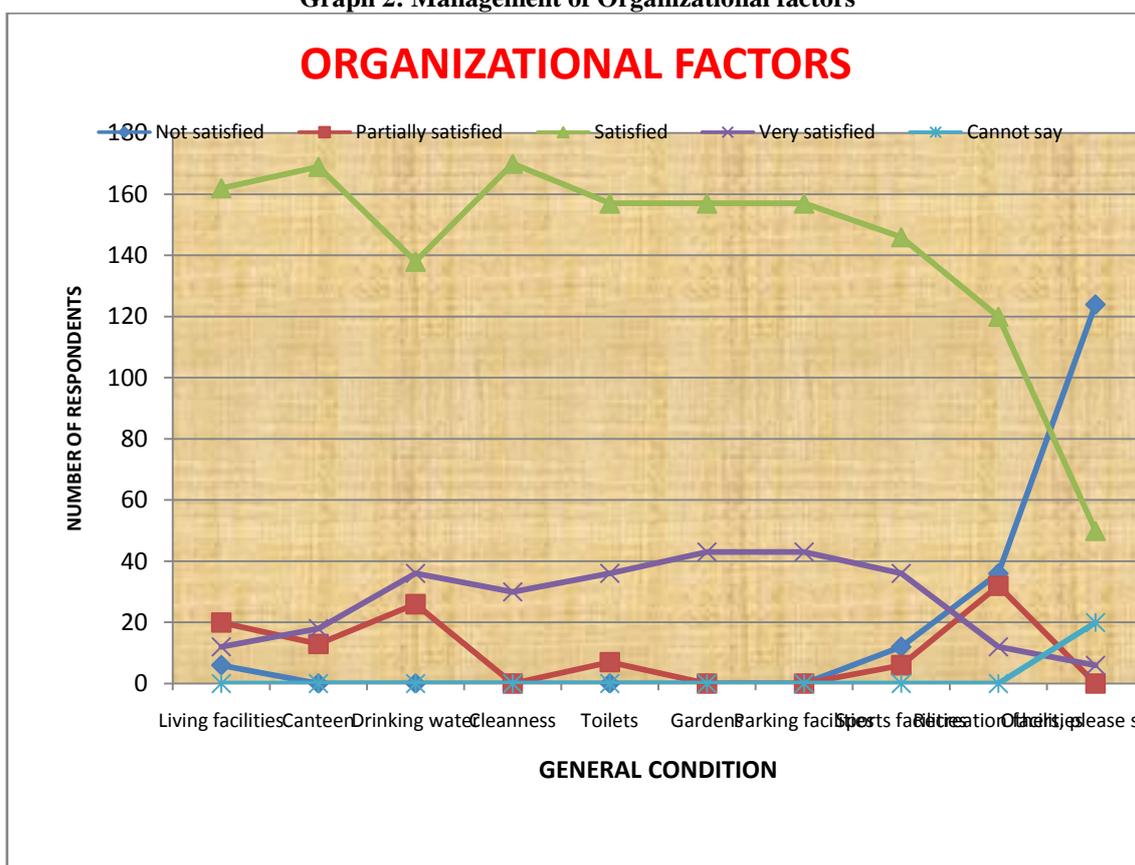
**Table 2: Management of Organizational factors**

| General condition      | Satisfaction level |                     |            |                |            |
|------------------------|--------------------|---------------------|------------|----------------|------------|
|                        | Not satisfied      | Partially satisfied | Satisfied  | Very satisfied | Cannot say |
| Living facilities      | 6(3%)              | 20(10%)             | 162(81%)   | 12(6%)         | 0          |
| Canteen                | 0                  | 13(6.5%)            | 169(84.5%) | 18(9%)         | 0          |
| Drinking water         | 0                  | 26(13%)             | 138(69%)   | 36(18%)        | 0          |
| Cleanness              | 0                  | 0                   | 170(85%)   | 30(15%)        | 0          |
| Toilets                | 0                  | 7(3.5%)             | 157(78.5%) | 36(18%)        | 0          |
| Gardens                | 0                  | 0                   | 157(78.5%) | 43(21.5%)      | 0          |
| Parking facilities     | 0                  | 0                   | 157(78.5%) | 43(21.5%)      | 0          |
| Sports facilities      | 12(6%)             | 6(3%)               | 146(73%)   | 36(18%)        | 0          |
| Recreation facilities  | 36(18%)            | 32(16%)             | 120(60%)   | 12(6%)         | 0          |
| Others, please specify | 124(62%)           | 0                   | 50(25%)    | 6(3%)          | 20         |

$\chi^2 = 1215.99, df=36, p <0.001$  Significant

The table indicates that among total respondents, 81% expressed satisfied, 6% expressed that they satisfied, 10% were partially satisfied and 3% were not satisfied with living facilities in the libraries. Similarly, with reference to canteen facilities, drinking water, cleanness, toilets, gardens or parking facilities, majority of respondents were satisfied/ partially satisfied / very satisfied. None of the respondents found to be not satisfied as shown in Table. Calculated chi-square value is 1215.99. Hence, there is significant difference among different satisfaction levels.

**Graph 2: Management of Organizational factors**



Graph 2 thus illustrates the data from responses collected as according to Table 2, showing stark difference in satisfaction levels derived from quality management of organizational factors.

## V. CONCLUSION:

Organizational environment is a key player in determining the quality of work life for a professional. For Library and information sciences professionals, the presence of a healthy and supportive work environment leads to better quality of their work lives. The study thus finds that efficient organizational environment has a direct and positive correlation with quality of work life. To boost productivity and employee satisfaction, the organization must be careful to maintain a work place atmosphere that is suited to help the employees bring out their best abilities in their performance. Organizations can enable this behavior by ensuring that physical amenities like building design and space is adequate and conducive to the working demands of the professionals. Other ground-level management of factors such as cleanliness and parking or recreational facilities is also a major requirement in establishment of a good organizational environment for the employees to work in. Such measures make the performance of daily tasks and duties smoother for the employees, leading to lesser stress or discontentment. The regular and alert upkeep of a decent organizational environment leads to the establishment of a satisfying quality of work life for professionals in the field. Respondents to the study revealed that there are sharp differences in employees perceiving quality of their work lives through assessment of physical amenities provided to them, as well as the management and upkeep of general organizational factors in the organization.

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