Executive Summary
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In India over the past few years, the ITes industry has been growing rapidly and this growth has fuelled a lot of HR challenges. The biggest challenge of them all is to manage the ambitious and transient work force. Moreover, since the industry is predominantly service oriented the importance of attracting and retaining talent has become very crucial (NASSCOM Analysis, 2007). In this context, a thesis encompassing Quality of Work Life (QWL), Organisational Commitment (OC) and Job performance (JP) would be more appropriate in ITes organisations in Coimbatore as it is a leading Tier II industrial city in the world.

Most of the research in ITes has addressed only specific problems related to challenges of Attrition, HRM systems, Job Stress, Job satisfaction etc. The current research is a thoughtful endeavour to explore the 'high road' trajectory in pursuit of organisational excellence. The extensive literature search has highlighted many antecedents and correlates of OC and the need to integrate QWL, OC and JP is justified with substantial evidences.

The major research objective is to design an integrated model to establish relationship between Quality of Work Life, Organisational Commitment and Job performance. Furthermore, to analyse and examine the determinants of QWL, OC and JP, the effect of Quality of Work Life dimensions on Organisational Commitment, influence of Organisational Commitment on Job Performance. The implications of the personal variables on QWL, OC and JP are also identified. The sample size of 561 is drawn from 20 organisations in ITes sector in Coimbatore at the operations level, using Purposive sampling technique. The questionnaire has been intricately designed to collect data from the samples.

QWL dimensions are extracted through Factor Analysis using Principal component analysis with Varimax Rotation and labelled as Reward system, Managerial Style, Organisational support and Job itself. The three forms of commitment Affective, Continuance and Normative
portray the organisational commitment. The job performance dimension are epitomized by application of Knowledge and Skills, Quality and Accountability. It is proved that there are more respondents with Affective commitment followed by Normative commitment. Job itself, as a QWL dimension and Accountability, as a Job performance dimension scored high. It is also noted that respondents are with a combination of Affective and Normative as well as Affective and Continuance commitment.

The Correlational analysis proved that there is strong relationship between the QWL factors Organisational support and Managerial style with all OC dimensions. The indicators of Job performance, Knowledge and skills and Accountability have good correlation with Organisational commitment. There is also a significant relationship between QWL factors and a single Job performance dimension, Knowledge and skills. The effect of QWL on OC is determined through Regression model which specifies that the impact of QWL on OC is high especially with Affective commitment. Reward system is found to be not significant. The Regression model on the impact of OC on JP indicates that Affective commitment impacts all job performance dimensions and Continuance commitment do not contribute significantly to the job performance.

The analysis of demographics on QWL, OC and JP dimensions using ANOVA and Post hoc results clearly indicates the significant groups that show difference in the way they perceive QWL, OC and JP. It may be consolidated that there are more respondents with Affective and Normative commitment. Reward system and job itself found to be influential factors and Accountability found to be a strong anchor of Job performance for most of the demographic variables. Income, length of service and employment status are not found to be influential factors in terms of QWL, OC and JP in this research.

The inter effects of QWL, OC and JP is assessed using Simple path Analysis and MANCOVA. The path model suggests that QWL not only impacts OC but also JP even without an intervening variable and also cause indirect effect on JP through commitment.
In Path Model 1, based on Affective commitment, it is clear that Reward system, Managerial style and Job itself have a strong prediction on this dimension of commitment. Job itself seems to be an influential factor to impact the performance dimensions directly.

The Path Model 2 on Continuance commitment indicated that Reward system, Managerial style and Organisational support have strong impact on this commitment. The factors Organisational support and Job itself influence the performance dimensions directly.

In Path Model 3, based on Normative commitment, Reward system, Managerial style and Job itself have indicated significant paths towards this type of commitment. Job itself and Organisational support have shown a strong path towards Job performance.

In all the path models, it is evident that commitment impacts all dimensions of Job performance and there is direct influence of QWL on Job performance. Suggestions were put forth on dimensions related to Reward system, Managerial style, Organisational support and Job itself.

To strengthen the commitment level and Job performance, the MANCOVA model reiterates that QWL dimensions have an impact on all forms of commitment and directly influence all Job performance dimensions. The Affective commitment is significant for all the dimensions of Job performance and Normative commitment reinforces quality dimension of performance. The integrated MANCOVA model depicting QWL and OC dimension suggests strategies to build Affective commitment through Effective QWL interventions.

The researcher has made a novel attempt through Happiness-Steadiness model which aptly place the respondents with different forms of commitment across Happiness (QWL) and Steadiness (Job performance) and different zones are formed. Each zone portrays the employees across different forms of commitment and suitable strategies are designed. The suggestive models help the employers in ITes sector to design creative work place strategies to activate high level of commitment and thereby augment Job performance.