



## **IMPACT OF QUALITY WORK-LIFE ON JOB PERFORMANCE: A CASE STUDY ON INDIAN TELECOM SECTOR**

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The empirical study investigates the relationship between quality of work life and its effect on job performance. The determinants of QWL variables that have been examined under this study includes organizational culture, workplace relationships i.e. relationship with superiors and among colleagues, training and developmental facilities, reward systems, fringe benefits, job security, autonomy, variations in work schedules. Job Performance parameters include both the financial and non financial dimensions such as current ratio, return on capital employed (ROCE), return on net worth/equity (ROE), net profit margin ratio and return on assets (ROA) whereas non financial indicator signifies individual performance standard. Based on empirical analysis from the responses of employees, working in public and private telecom sector companies in India, the study aims to identify how QWL leads to improve individual performance as well as the performance of the organization.

**Keywords:** QWL, Individual performance, Organizational performance, Telecom sector companies.

### **Introduction**

Quality of Work Life is a concept of behavioral scientist and first coined by Davis (1972). According to Thomas S. Bateman and Scott. A. Snell (2003), QWL refers to the programmes aimed to a workplace that enhances employee work being. QWL measures the worth of the work assigned to the employee. Quality of Work Life not only symbolizes job satisfaction of the employee but also penetrates on the individual's life satisfaction. QWL has been defined as " the degree to which members of a work organization are able to satisfy important personnel needs through their experience in the organization" ( J. Richard and J. Loy ). Quality of Work Life encompasses a sum total of values both material as well as non material, attained by an employee throughout his tenure in organization in exchange of his effort attributed to achieve organizational objectives. QWL covers aspects of work related life such as pay, variations at work schedules, autonomy, career prospects, organizational culture, workplace relationships, job security, and fringe benefits that are positively related to employee satisfaction and motivation. Quality of Work-Life can also be interchangeably referred as quality of life, humanization of work. In Europe it is used for "improvement of working conditions", "working environment",

“democratization of workplace” whereas in the socialist countries the term refers to “workers protection.

QWL is gaining importance in recent times due to increased competition and intense rivalry among companies in same or similar industries. In this era of perfect competition when same or similar products are available with almost at same price tag, quality becomes the obvious criteria to gain competitive advantage in market. In this scenario innovation becomes the success mantra for each and every organization. Modern organizations demand knowledgeable workforce that constant upgrades the skills and knowledge to deliver the best. In order to fulfill this demand posed by the organization, employees started spending more and more time in their workplace with an aim to deliver only the best. In this scenario, when employee has to sacrifice his/her family life in order to keep workplace demands, management should also try to give employee as kind of support that is demanded by employee. Organization can provide assistance to its employee by creating a congenial work culture, building healthy work relationships with superiors, peers and subordinates, ensuring bright career support through well designed training and developmental programmes, establishing equitable pay system, providing fringe benefits, protecting job security, creating autonomy and bringing variations in work schedules. Quality of Work-Life for working populations can be conceptualized as derived satisfactions through having a good job and good work life.

According to Straw & Heckscher (1984) Quality of Work Life (QWL) can be stated as a philosophy, a set of principles, which emphasis that people are the most valuable assets in the organization as they are trustworthy, responsible and capable of making significant contribution and there should be treated with dignity and respect. QWL programmes focused on two objectives: to enhance the productivity of the organization and to enhance the satisfaction level of the employees in the organization (Gadon 1984). The successful implementation of QWL is characterized by the healthier, satisfied and productive employees that in turn attributes to efficient and profitable organization (Sadique 2003). The performance of an employee can be observed and evaluated by the contribution he/she makes with respect to the expected performance that is defined by the workplace. This expectation can be achieved provided individual employee’s expectation should be taken care of. Thus Quality Work Life activities motivates the employee to acquire the desired knowledge, skills and expertise required to achieve performance expectations by addressing the values, attitudes and belief of the employee necessary to perform his/her current role.

The latest mantra followed by the organizations across the world is “get paid according to what you contribute” and leveraging on individual level performance management with an objective to get the best results. Any Organization is dominated by the people of that place and therefore it is necessary to concentrate on the individual level. Each individual performance accounts for the sum total of the organizational performance and therefore the management of organization should concentrate to ensure each employee contribution to the organization. Individual input can be maximized by establishing a proper QWL assistance, ensuring optimum satisfaction of individual employees of the workplace. According to Peter Drucker ‘an organization is like a tune; it is not constituted by the individual sounds but by their synthesis’.

## Literature Review

The term QWL was recognised in late 1960’s as the impact of job/work on health and general well-being and ways to improve quality of a person’s work experience. In 1970’s employer’s concentrated on work design and improvement on working conditions. However in 1980’s

according to Cummings and Worley in 2005 the concept of QWL comprised of other factors that influence employees job satisfaction and productivity and these factors are reward systems, physical work environment, employee involvement, rights and esteem needs.

In 1973, Behavioral scientist Abrams, Hall (1976), Andrews and Withey (1976), Campbell et al (1976) and Blisshen et al (1975) believe and expressed their opinion about "Quality of work" that it is the summation of statistical and psychological factors. The recognised responsibility as subjectivity and the other people's well-being as objective indicators. In 1978, Blishe and Atkinson have proved that there are two kinds of indicators for defining quality of life. One is an objective indicator e.g. money and the other one is subjective indicator e.g. standard of living, financial status & job.

According to Seashore (1975), Walton (1975) there are 8 broad conceptual categories relating to QWL (1) adequate and fair compensation (2) safe and healthy working conditions (3) immediate opportunity to use and develop human capacities (4) opportunity for continued growth and security (5) social integration in the work organization (6) constitutionalism in work organization (7) work and total life space (8) social relevance of work life. According to Gadon (1984), QWL's special areas include personal and professional development, work design, team building, work scheduling and total organizational change. The major elements of QWL comprises of job security, job satisfaction, better reward system, employee benefits, employee involvement and organizational performance (Havlorie 1991). Arts, Kerksta and Zee (2001) focused on the following factors i.e. job satisfaction, involvement in work performance, motivation, efficiency, productivity, health safety and welfare at work, stress, work load, burn out. According to Royuela, Tamayo and Surinach (2007), European commission (EC) proposed 10 dimensions for QWL, which are (1) intrinsic job quality (2) skills, life-long learning and career development (3) gender quality (4) health and safety measures at work (5) flexibility and security (6) inclusion and access to the labour market (7) social dialogue and worker involvement (8) diversity and non-discrimination (9) overall work performance. Skinner and Ivancevich (2008) founded that QWL is associated with adequate and fair compensation, safe & healthy working conditions, opportunities to develop human capacities, opportunities for continuous growth and job security, more flexible work scheduling and job assignment, careful attention to job design and work flow, better union-management cooperation, and less structural supervision and development of effective work teams. According to Sadique (2003), a high QWL exists when democratic management is practiced in an organization and all the managers, employees, workers, union leaders share organizational responsibility. According to Islam & Siengthai (2009), QWL is defined as the favourable condition and environment of employees benefit, employee's welfare and management attitudes towards employees in general

According to Ruzevicious in 2007 and Sink Tuthle, QWL increases the employee job satisfaction and is necessary for enhancing organizational and operational productivity. The reason is QWL programs can develop employee morale and organizational effectiveness (Hanlon & Gadstem, 1984) the extrinsic determinant of QWL i.e. pay, benefit, supervisory style play an eminent role for job satisfaction. According to Havlorie in 1991 QWL is directly related with human outcomes, it remarkably reduces absenteeism, grievances and quits. Thus it can be deduced that QWL can improve working conditions that are excellent for people as well as for the economic health of the organization. (Ranagalakhi & Devei, 2003) in fact an individual's quality of working life affects the quality of life value (Ruzevicious 2002) as the factors of QWL could be defined as physical and psychological results of the work which affect the employee (Arts, Kerksta & Zee, 2001)

In 1968 Porter and Lawler recognized 3 types of performances. The first one relates productivity, second relates ratings of individuals by someone other than the person himself. The third type being self-appraisal and self-rating. Thus according to Hersey and Blanchard 1993, job performance measures the level of achievement of business and social objectives and responsibilities from the perspective of the judging party (hersey&blanchard,1997)

In 1960 Hardin in his study observed that work environment has its influence on work performance. While according to Darlene and Borman (1989) the working environment such as physical environment office colleague ,job satisfaction and management supervision can develop work performance.

Litterst and Eyo (1982) argued on interpersonal communication as a positive element that should be inculcated among employees as a solution to any problem that can be generated from miscommunication.

According to Loscocco and Roschelle (1991) the most common indicator of QWL is the individual's attitude assessment. The reason behind that can be work attitudes are important indicators of QWL. The way in which a person respond to their job effects their personal happiness, the effectiveness of work ,organization and even the stability of the society.

Okpara (2004), Osnagbemi (2000) and Stone and Williams emphasized on differences in remunerations aspects received by employee and argued that it suddenly affect their job satisfaction and work performance. Studies by Wan (2007), Matzler and Renzl (2007) and Davis proved that remuneration is a significant factor that ensures the best performance of the organizations.

### **Rationale for Choosing Telecom Sector for Study**

Indian Telecom Industry is considered to be one of the fastest growing industries in the world and has shown a massive expansion in the recent years. After Liberalization, the industry has shifted from the state of monopoly to a perfect competition. This transformation happened due to with the economic development that followed the process of restructuring the economy in the capitalistic pattern. The telecommunication organizations in India have undergone a huge renovation during the implementation of the open market policies. Telecom sector has continued to emerge as the prime engine of economic growth and contributing to nearly 2% of the Indian GDP. However, over the last financial year, the sector has witnessed downturns on account of cancellation of 2G licenses of various telecom service providers, huge debt from 3G spectrum fees with respect to 3G customer base, high interest rates and limited scopes to raise funds. The Indian Telecom Sector is positive to have some incentives allocation to boost the level of confidence of the telecom players and bringing back clarity on issues that continue to create uncertainties on taxation issues. The aim of this study is to listen to the employees of this sector, to investigate the factors that boost their performance and to offer suggestions to improve their work-life balance.

### **Research Objectives**

1. To measure the quality work-life across public and private telecom service provider companies in India.
2. To verify if qwl variables differs among public and private sector telecom players.
3. To testify if qwl and employee performance relates each other and their extent of correlation.

4. To analyze the overall profitability of the firms.
5. To suggest ways aiming at enhancing **qwl** of individuals working in different organizations under public and private telecom service providers in India.

**Research Methodology**

**Instrument Development**

The inventory employed here for conducting survey for individual employee’s quality work life and performance standard has been compiled from Minnesota Satisfaction Questionnaire (1977), Job Descriptive Index by Smith, Kendall and Hulin (1969) and Job Satisfaction Survey by Paul E. Spector (1994) and also from researches self developed questions. The survey has been conducted into two phrases. In first phrase the questionnaire for measuring quality work-life has been distributed among the employees of the above mentioned five telecom companies and then questionnaires measuring individual performance standard offered to the concerned supervisor of those surveyed employees. Secondary data were collected to analyze the profitability of the firms and also to interpret the competitive position of the firms owing to the observation of the financial ratios through intra and inter firm comparisons and the industry current trends.

**Sample Planning**

Sample Unit-Various organizations under Indian Telecom Industry based on its market share.

Sample Type: Purposive Sampling

Sample Size: 108 employees from different hierarchies and departments from public and private sectors under Indian Service Industry.

**Research Design**

Individual Performance

Organizational Culture

Relationship with Superiors

Relationship among peers

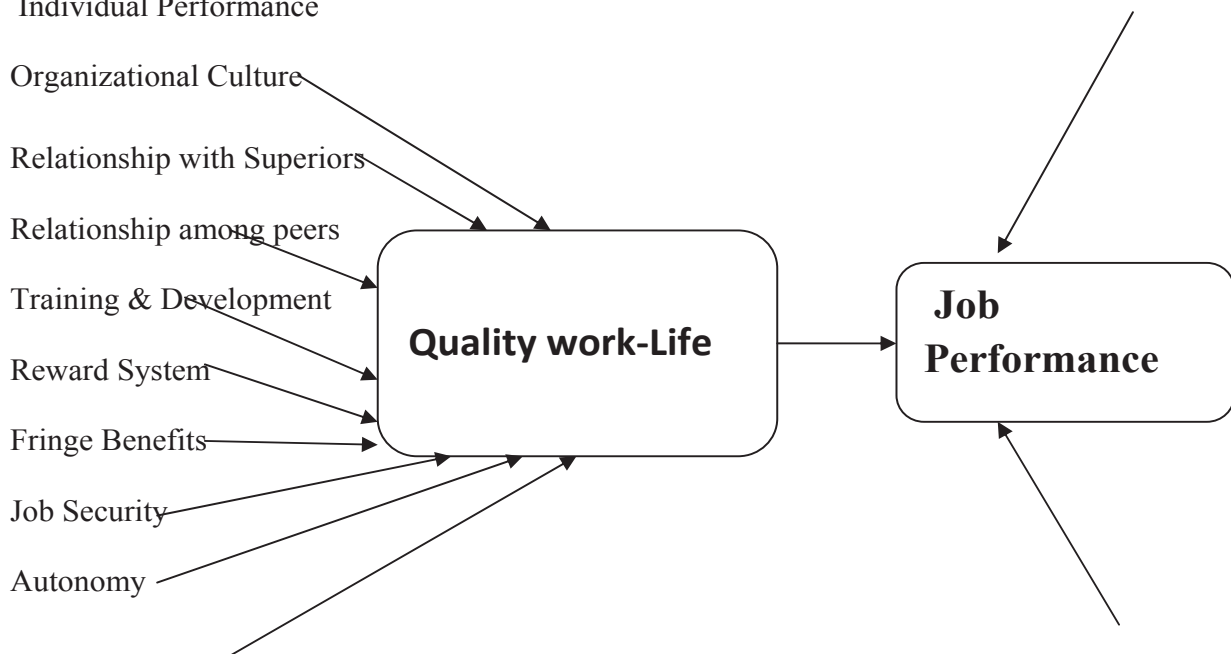
Training & Development

Reward System

Fringe Benefits

Job Security

Autonomy



## Work Schedules Organizational Profitability

**Data Results & Interpretation**

120 questionnaires were distributed among the employees, out of whom 108 were responded, indicating 90% response rate that is acceptable to make this study rigorous and generalizable. The obtained data is analyzed through Statistical Package for Social Sciences (SPSS) version 17. The sample study used tells the variability and reliability of the data by using Cronbach alpha test and the value of 'Cronbach's Alpha' test 0.85, indicates the validity of the questionnaire designed for the primary survey. In our case the value of the test is 0.956 indicates that the questionnaire is well designed.

**Table 1.** Comparative Mean and Standard Deviations of QWL and its variables.

Relationship with peers	Relationship with Boss	Training and Development	Reward	Fringe benefits	Job Security	QWL Work Sch Autonomy			Work Schedules
Mean : 4.08 S.D : 0.700	Mean:3.69 S.D. : 0.708	Mean:2.98 S.D: 1.024	Mean:3.84 S.D: 0.728	Mean: 2.65 S.D: 0.626	Mean:3.83 S.D:0.694	Mean:3.30 S.D: 0.754 S.D:0.936	Mean: 3	Mean: 3.48 S.D:0.40	Mean: 3 S.D: 0.754
Mean : 4.11 S.D:0.485	Mean:3.61 S.D:0.734	Mean:3.39 S.D: 0.751	Mean:3.41 S.D: 0.771	Mean: 3.53 S.D: 0.259	Mean:2.72 S.D: 1.140	Mean:3.27 S.D: 0.651 S.D:0.196	Mean : 2.88	Mean : 3.42 S.D:0.40	Mean: 2.88 S. 0.651
Mean : 4.36 S.D:0.553	Mean:3.44 S.D:0.936	Mean:4.3 S.D: 0.510	Mean:2.88 S.D: 0.719	Mean: 3.76 S.D: 0.590	Mean:3.1 S.D:1.003	Mean:4.17 S.D: 0.602 S.D:0.674	Mean: 3.96	Mean: 3.81 S.D:0.41	Mean: 3.96 S. 0.602
Mean : 4.09 S.D:0.482	Mean:3.94 S.D:0.584	Mean:3.82 S.D:0.227	Mean:3.37 S.D: 0.983	Mean:3.26 S.D:0.762	Mean:2.75 S.D:0.647	Mean:3.78 S.D: 0.555 S.D:0.712	Mean : 3.61	Mean:3.57 S.D:0.32	Mean: 3.61 S. 0.555
Mean : 4 S.D:0.554	Mean:4.36 S.D:0.333	Mean:3.88 S.D:0.686	Mean:2.6 S.D: 0.786	Mean: 3.38 S.D: 0.567	Mean:3.57 S.D:0.331	Mean:4 S.D: 0.429 S.D:0.439	Mean: 3.83	Mean: 3.68 S.D: 0.33	Mean: 3.83 S. 0.429

From this above table it is evident that Airtel employees enjoy a proper work-life balance as their organization offers a wide range to benefits to compensate the challenges posed by the business environment. Another two eminent private sector companies, Reliance Communications and Idea Cellular also provide an adequate work-life support to their employees aiming at enhancing individual motivation and satisfaction level. BSNL, the leading public sector telecom player also protects its employees by offering reasonable work life measures whereas Tata Teleservices ensures quality work life of its organizational members. The comparative analysis established that all of these five eminent telecom players are concerned about their individual employees acknowledge their contribution in organization and therefore are ready to create adequate measures to address their individual need and expectations from respective organization. The standard deviation comparison among five organizations reflects individual employee satisfaction with the work life benefits offered by organization by establishing a minimal range of deviations.

The comparative analyses of qwl variables, the first component organizational culture covers employee comfort with the physical work environment and also accounts for employee opinion regarding the formulation and administration of organizational policies. In this regard,

Airtel employees had given their highest acknowledgement to their organizational culture, followed by BSNL, Tata Teleservices Ltd, Reliance Communications and Idea Cellular. Relationship among peers aims at identifying harmonious relationship with and among the groups and it that aspect Airtel again achieves the topmost position by ensuring highest employee satisfaction on this criterion. Employees of other telecom companies are also highly satisfied about the inter and intra group relationships in their organizations as the comparative mean is 4 and above on this parameter. Relationship with the supervisor symbolizes employees' interpretation about their manager and captures dimensions such as affection to the employee, harmonious relationship between the management and employee, employee's trust on superiors' competence and identifies Reliance as the highest scorer whereas Airtel reflects a maximum dissatisfaction with respect to this criterion. Training & development comprises employees career prospect and identify prospects to update and upgrade employees present skills to match the employee to his/her expected job role. It also ensures employees' contribution to the organization by creating person-job fit situations and works as a lifeblood for any organization. Airtel again stands upright in this parameter whereas BSNL shows a sign on this criterion. The reward system is considered as the most significant factor for creating as well as hindering quality work life is the influence as this is offered to the employee as an exchange for their effort dedicated to increase the productivity or to enhance the profitability of the organization they work for. BSNL is considered to be the best payer followed by Tata, Idea, Airtel and Reliance. The objective of offering fringe benefits to the employees is for acknowledging their contribution at workplace with an objective to recruit and retain top talent. It often works as an competitive advantage at times of economic uncertainty and often extended from individual employee to the family members of the employee in the forms of providing health care or medical assistance to employee, covering insurance to dependents of the employee, bearing a part of employee's child or old parents expense as a part of proving social security benefits, giving paid time off, retirement benefits, offering facilities like free telephone/ mobile usage, fuel reimbursement, scholarship to employee's children, conference sponsorship, festival celebration bonuses, gifts, recreation facilities, foreign travel, entertainment, food passes, free hotel accommodation etc. It is evident from the comparative picture that Airtel scores the highest in that provision whereas BSNL reflect a highest discontent on that. Job security is interpreted as an assurance provided to the employee with respect to the continuation of his/her gainful employment in the organization and therefore covers facilities like steady employment, avoidance of layoffs and transfers in the organization and ensures employee stability in the job. BSNL, the public sector organizations ensures the highest job security whereas Tata Teleservices and Idea Cellular, these two private sector organizations ranks poor on job security issue. Reliance and Airtel shows positive sign on this criterion compared to their other private sector counterparts. Autonomy is the degree to which job provides a discretion and independence to the employee to plan and execute the work of his /her own such as chance to do something different every day, to be important in the eye of others, to tell other employees how to do things, to be alone on job as well as to take necessary actions without waiting for approval. In this perspective Airtel employees voted the highest across other public and public telecom organizations, Reliance also gives a promising sign on employee autonomy followed other private counterpart such as Idea. Tata Teleservices and BSNL results reflect relatively low degree of autonomy. A perfect work schedules aimed at creating flexibility and variety for the performers and thereby aiming at increasing the individual employee motivation level. Airtel employees enjoy a wide variety in their work schedules with respect to flexi time, job sharing, job enrichment, adequate lunch and rest breaks as well as with existence of autonomous work teams. Airtel offers a wide

range of variations to its people and therefore scores the highest rank, followed by Reliance, Idea, BSNL and Tata

**Relationship between QWL variables and Employee Performance**

**BSNL**

**Correlations**

		I am happy with my individual rights	I am satisfied with my employee performance
I am happy with my individual rights	Pearson Correlation	1.000	.536**
	Sig. (2-tailed)	.	.003
	N	28	28
I am satisfied with my employee performance	Pearson Correlation	.536**	1.000
	Sig. (2-tailed)	.003	.
	N	28	28

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

**Correlations**

		I am happy with my relationship with boss	I am satisfied with my employee performance
I am happy with my relationship with boss	Pearson Correlation	1.000	.499**
	Sig. (2-tailed)	.	.007
	N	28	28
I am satisfied with my employee performance	Pearson Correlation	.499**	1.000
	Sig. (2-tailed)	.007	.
	N	28	28

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

**Correlations**

		I am happy the way trainings are conducted	I am satisfied with my employee performance
I am happy the way trainings are conducted	Pearson Correlation	1.000	.383*
	Sig. (2-tailed)	.	.044
	N	28	28
I am satisfied with my employee performance	Pearson Correlation	.383*	1.000
	Sig. (2-tailed)	.044	.
	N	28	28

\* . Correlation is significant at the 0.05 level (2-tailed).



**Correlations**

		I am happy with the relationship among colleagues	I am satisfied with my employee performance
I am happy with the relationship among colleagues	Pearson Correlation Sig. (2-tailed) N	1.000 .28	.309 .109 28
I am satisfied with my employee performance	Pearson Correlation Sig. (2-tailed) N	.309 .109 28	1.000 .28

**Correlations**

		I am happy with the variations at work schedules	I am satisfied with my employee performance
I am happy with the variations at work schedules	Pearson Correlation Sig. (2-tailed) N	1.000 .28	.208 .289 28
I am satisfied with my employee performance	Pearson Correlation Sig. (2-tailed) N	.208 .289 28	1.000 .28

**Correlations**

		I am happy with the benefits	I am satisfied with my employee performance
I am happy with the benefits	Pearson Correlation Sig. (2-tailed) N	1.000 .28	.203 .300 28
I am satisfied with my employee performance	Pearson Correlation Sig. (2-tailed) N	.203 .300 28	1.000 .28

**Correlations**

		I am happy with the security	I am satisfied with my employee performance
I am happy with the security	Pearson Correlation	1.000	.176
	Sig. (2-tailed)	.	.371
	N	28	28
I am satisfied with my employee performance	Pearson Correlation	.176	1.000
	Sig. (2-tailed)	.371	.
	N	28	28

**Correlations**

		I am happy with the reward system	I am satisfied with my employee performance
I am happy with the reward system	Pearson Correlation	1.000	.176
	Sig. (2-tailed)	.	.372
	N	28	28
I am satisfied with my employee performance	Pearson Correlation	.176	1.000
	Sig. (2-tailed)	.372	.
	N	28	28

**Correlations**

		I am happy with the culture of my organization	I am satisfied with my employee performance
I am happy with the culture of my organization	Pearson Correlation	1.000	-.039
	Sig. (2-tailed)	.	.845
	N	28	28
I am satisfied with my employee performance	Pearson Correlation	-.039	1.000
	Sig. (2-tailed)	.845	.
	N	28	28

**Table 2.** Ranking of QWL variables on the basis of degree of correlation with employee performance (BSNL).

Variables	Ranking
Organizational Culture	9
Relationship among Peers	4
Relationship with boss	2
Training & Development	3
Reward System	8
Fringe Benefits	6
Job Security	7
Autonomy	1
Work schedules	5

From the above table, it can be interpreted that for BSNL, the topmost factors hold a significant correlation with employee performance are autonomy, relationship with the boss and training and developmental programmes. The employees who had been given individual right to take their job related decisions, the employees who got support and encouragement from their supervisors and also individuals who had been provided trainings in their job, had performed according to the expectations laid by their organization. The survey has also showed a less correlation with job security and employee performance. The explanation can be as employees are much secured in their organization, this over assurance contributed to lower down the performance on job. Organizational Culture shows a negative correlation with job performance as this centralization had created a hindrance to exercise individual rights with respect to improper job management procedures and policies.

**Tata Teleservices Ltd.**

**Correlations**

		I am happy with my individual rights	I am satisfied with my employee performance
I am happy with my individual rights	Pearson Correlation	1.000	.648**
	Sig. (2-tailed)	.	.004
	N	18	18
I am satisfied with my employee performance	Pearson Correlation	.648**	1.000
	Sig. (2-tailed)	.004	.
	N	18	18

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

**Correlations**

		I am happy the way trainings are conducted	I am satisfied with my employee performance
I am happy the way trainings are conducted	Pearson Correlation	1.000	.571*
	Sig. (2-tailed)	.	.013
	N	18	18
I am satisfied with my employee performance	Pearson Correlation	.571*	1.000
	Sig. (2-tailed)	.013	.
	N	18	18

\* . Correlation is significant at the 0.05 level (2-tailed).

**Correlations**

		I am happy with the reward system	I am satisfied with my employee performance
I am happy with the reward system	Pearson Correlation Sig. (2-tailed) N	1.000 .017 18	.556* .017 18
I am satisfied with my employee performance	Pearson Correlation Sig. (2-tailed) N	.556* .017 18	1.000 .017 18

\*. Correlation is significant at the 0.05 level (2-tailed).

**Correlations**

		I am happy with my relationship with boss	I am satisfied with my employee performance
I am happy with my relationship with boss	Pearson Correlation Sig. (2-tailed) N	1.000 .151 18	.353 .151 18
I am satisfied with my employee performance	Pearson Correlation Sig. (2-tailed) N	.353 .151 18	1.000 .151 18

**Correlations**

		I am happy with the security	I am satisfied with my employee performance
I am happy with the security	Pearson Correlation Sig. (2-tailed) N	1.000 .167 18	.341 .167 18
I am satisfied with my employee performance	Pearson Correlation Sig. (2-tailed) N	.341 .167 18	1.000 .167 18

**Correlations**

		I am happy with the relationship among colleagues	I am satisfied with my employee performance
I am happy with the relationship among colleagues	Pearson Correlation Sig. (2-tailed) N	1.000 .18	.295 .235 18
I am satisfied with my employee performance	Pearson Correlation Sig. (2-tailed) N	.295 .235 18	1.000 .18

**Correlations**

		I am happy with the benefits	I am satisfied with my employee performance
I am happy with the benefits	Pearson Correlation Sig. (2-tailed) N	1.000 .18	.199 .428 18
I am satisfied with my employee performance	Pearson Correlation Sig. (2-tailed) N	.199 .428 18	1.000 .18

**Correlations**

		I am happy with the variations at work schedules	I am satisfied with my employee performance
I am happy with the variations at work schedules	Pearson Correlation Sig. (2-tailed) N	1.000 .18	.081 .751 18
I am satisfied with my employee performance	Pearson Correlation Sig. (2-tailed) N	.081 .751 18	1.000 .18

## Correlations

		I am happy with the culture of my organization	I am satisfied with my employee performance
I am happy with the culture of my organization	Pearson Correlation	1.000	-.138
	Sig. (2-tailed)	.	.586
	N	18	18
I am satisfied with my employee performance	Pearson Correlation	-.138	1.000
	Sig. (2-tailed)	.586	.
	N	18	18

**Table 3.** Ranking of QWL variables on the basis of degree of correlation with employee performance (Tata Teleservices Ltd.).

Variables	Ranking
Organizational Culture	9
Relationship among Peers	6
Relationship with boss	4
Training & Development	2
Reward System	3
Fringe Benefits	7
Job Security	5
Autonomy	1
Work schedules	8

The above table shows the ranking of qwl variables on the basis of correlation with employee performance. The significant factors that enhance the employee contribution in Tata Teleservices ltd. are considered to be exercise of individual employee rights, training and developmental programmes and also individual employee satisfactions with the existing reward systems of their organization. Organizational Culture negatively correlates employee performance as employees reflect their discontent regarding their work environment as well as formulation and administration of organizations policies.

### Bharti Airtel Ltd.

## Correlations

		I am happy with my relationship with boss	I am satisfied with my employee performance
I am happy with my relationship with boss	Pearson Correlation	1.000	.745**
	Sig. (2-tailed)	.	.000
	N	30	30
I am satisfied with my employee performance	Pearson Correlation	.745**	1.000
	Sig. (2-tailed)	.000	.
	N	30	30

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

**Correlations**

		I am happy the way trainings are conducted	I am satisfied with my employee performance
I am happy the way trainings are conducted	Pearson Correlation Sig. (2-tailed) N	1.000 .30	.633** .000 30
I am satisfied with my employee performance	Pearson Correlation Sig. (2-tailed) N	.633** .000 30	1.000 .30

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

**Correlations**

		I am happy with the relationship among colleagues	I am satisfied with my employee performance
I am happy with the relationship among colleagues	Pearson Correlation Sig. (2-tailed) N	1.000 .30	.622** .000 30
I am satisfied with my employee performance	Pearson Correlation Sig. (2-tailed) N	.622** .000 30	1.000 .30

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

**Correlations**

		I am happy with my individual rights	I am satisfied with my employee performance
I am happy with my individual rights	Pearson Correlation Sig. (2-tailed) N	1.000 .30	.510** .004 30
I am satisfied with my employee performance	Pearson Correlation Sig. (2-tailed) N	.510** .004 30	1.000 .30

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

**Correlations**

		I am happy with the culture of my organization	I am satisfied with my employee performance
I am happy with the culture of my organization	Pearson Correlation	1.000	.483**
	Sig. (2-tailed)	.	.007
	N	30	30
I am satisfied with my employee performance	Pearson Correlation	.483**	1.000
	Sig. (2-tailed)	.007	.
	N	30	30

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

**Correlations**

		I am happy with the benefits	I am satisfied with my employee performance
I am happy with the benefits	Pearson Correlation	1.000	.444*
	Sig. (2-tailed)	.	.014
	N	30	30
I am satisfied with my employee performance	Pearson Correlation	.444*	1.000
	Sig. (2-tailed)	.014	.
	N	30	30

\*. Correlation is significant at the 0.05 level (2-tailed).

**Correlations**

		I am happy with the variations at work schedules	I am satisfied with my employee performance
I am happy with the variations at work schedules	Pearson Correlation	1.000	.326
	Sig. (2-tailed)	.	.078
	N	30	30
I am satisfied with my employee performance	Pearson Correlation	.326	1.000
	Sig. (2-tailed)	.078	.
	N	30	30



**Correlations**

		I am happy with the reward system	I am satisfied with my employee performance
I am happy with the reward system	Pearson Correlation	1.000	.264
	Sig. (2-tailed)	.	.159
	N	30	30
I am satisfied with my employee performance	Pearson Correlation	.264	1.000
	Sig. (2-tailed)	.159	.
	N	30	30

**Correlations**

		I am happy with the security	I am satisfied with my employee performance
I am happy with the security	Pearson Correlation	1.000	.122
	Sig. (2-tailed)	.	.519
	N	30	30
I am satisfied with my employee performance	Pearson Correlation	.122	1.000
	Sig. (2-tailed)	.519	.
	N	30	30

**Table 4.** Ranking of QWL variables on the basis of degree of correlation with employee performance (Bharti Airtel Ltd.).

Variables	Ranking
Organizational Culture	5
Relationship among Peers	3
Relationship with boss	1
Training & Development	2
Reward System	8
Fringe Benefits	6
Job Security	9
Autonomy	4
Work schedules	7

It is evident from the above table that Bharti Airtel secures the topmost position with respect to qwl variables and its positive influence on individual performance. Variables such as relationship with boss, training and development, relationship among work groups, individual autonomy, organizational culture as well as fringe benefits highly correlates individual performance at work, whereas the correlation between job security and individual performance shows the lowest correlation. Bharti Airtel, being the market leader among other telecom giants, always encounters stiff competition and thereby believes in maintaining high performing work teams. As a result, it cannot ensure the guarantee for secured job to its members and thereby merely correlates the individual performance.

**Idea Cellular Ltd.**

**Correlations**

		I am happy with the benefits	I am satisfied with my employee performance
I am happy with the benefits	Pearson Correlation Sig. (2-tailed) N	1.000 .082 18	.420 .082 18
I am satisfied with my employee performance	Pearson Correlation Sig. (2-tailed) N	.420 .082 18	1.000 .082 18

**Correlations**

		I am happy with the culture of my organization	I am satisfied with my employee performance
I am happy with the culture of my organization	Pearson Correlation Sig. (2-tailed) N	1.000 .150 18	.354 .150 18
I am satisfied with my employee performance	Pearson Correlation Sig. (2-tailed) N	.354 .150 18	1.000 .150 18

**Correlations**

		I am happy with the variations at work schedules	I am satisfied with my employee performance
I am happy with the variations at work schedules	Pearson Correlation Sig. (2-tailed) N	1.000 .190 18	.324 .190 18
I am satisfied with my employee performance	Pearson Correlation Sig. (2-tailed) N	.324 .190 18	1.000 .190 18

**Correlations**

		I am happy the way trainings are conducted	I am satisfied with my employee performance
I am happy the way trainings are conducted	Pearson Correlation	1.000	.255
	Sig. (2-tailed)	.	.306
	N	18	18
I am satisfied with my employee performance	Pearson Correlation	.255	1.000
	Sig. (2-tailed)	.306	.
	N	18	18

**Correlations**

		I am happy with my relationship with boss	I am satisfied with my employee performance
I am happy with my relationship with boss	Pearson Correlation	1.000	.235
	Sig. (2-tailed)	.	.349
	N	18	18
I am satisfied with my employee performance	Pearson Correlation	.235	1.000
	Sig. (2-tailed)	.349	.
	N	18	18

**Correlations**

		I am happy with the reward system	I am satisfied with my employee performance
I am happy with the reward system	Pearson Correlation	1.000	.221
	Sig. (2-tailed)	.	.379
	N	18	18
I am satisfied with my employee performance	Pearson Correlation	.221	1.000
	Sig. (2-tailed)	.379	.
	N	18	18

**Correlations**

		I am happy with my individual rights	I am satisfied with my employee performance
I am happy with my individual rights	Pearson Correlation	1.000	.189
	Sig. (2-tailed)	.	.454
	N	18	18
I am satisfied with my employee performance	Pearson Correlation	.189	1.000
	Sig. (2-tailed)	.454	.
	N	18	18

## Correlations

		I am happy with the relationship among colleagues	I am satisfied with my employee performance
I am happy with the relationship among colleagues	Pearson Correlation	1.000	.095
	Sig. (2-tailed)	.	.709
	N	18	18
I am satisfied with my employee performance	Pearson Correlation	.095	1.000
	Sig. (2-tailed)	.709	.
	N	18	18

## Correlations

		I am happy with the security	I am satisfied with my employee performance
I am happy with the security	Pearson Correlation	1.000	-.132
	Sig. (2-tailed)	.	.601
	N	18	18
I am satisfied with my employee performance	Pearson Correlation	-.132	1.000
	Sig. (2-tailed)	.601	.
	N	18	18

**Table 5.** Ranking of QWL variables on the basis of degree of correlation with employee performance (Idea Cellular Ltd.).

Variables	Ranking
Organizational Culture	2
Relationship among Peers	8
Relationship with boss	5
Training & Development	4
Reward System	6
Fringe Benefits	1
Job Security	9
Autonomy	7
Work schedules	3

Idea Cellular showed a very poor correlation between qwl variables and employee performance. The relationship between job security and job performance has proven a negative correlation as employees are very insecure regarding their security of job due to the company involvement in 2G spectrum allocation scam. This insecurity has adversely affected their work-life balance but positively correlates overall qwl with job performance. The underlying reason for this positive correlation can be invested in the proper job management that ensures positive contribution from individual employee.

**Reliance Communications Ltd.**

**Correlations**

		I am happy with the relationship among colleagues	I am satisfied with my employee performance
I am happy with the relationship among colleagues	Pearson Correlation Sig. (2-tailed) N	1.000 .020 14	.611* .020 14
I am satisfied with my employee performance	Pearson Correlation Sig. (2-tailed) N	.611* .020 14	1.000 .020 14

\*. Correlation is significant at the 0.05 level (2-tailed).

**Correlations**

		I am happy with the security	I am satisfied with my employee performance
I am happy with the security	Pearson Correlation Sig. (2-tailed) N	1.000 .026 14	.592* .026 14
I am satisfied with my employee performance	Pearson Correlation Sig. (2-tailed) N	.592* .026 14	1.000 .026 14

\*. Correlation is significant at the 0.05 level (2-tailed).

**Correlations**

		I am happy with my individual rights	I am satisfied with my employee performance
I am happy with my individual rights	Pearson Correlation Sig. (2-tailed) N	1.000 .030 14	.580* .030 14
I am satisfied with my employee performance	Pearson Correlation Sig. (2-tailed) N	.580* .030 14	1.000 .030 14

\*. Correlation is significant at the 0.05 level (2-tailed).

**Correlations**

		I am happy with the benefits	I am satisfied with my employee performance
I am happy with the benefits	Pearson Correlation Sig. (2-tailed) N	1.000 .071 14	.496 .071 14
I am satisfied with my employee performance	Pearson Correlation Sig. (2-tailed) N	.496 .071 14	1.000 .071 14

**Correlations**

		I am happy with my relationship with boss	I am satisfied with my employee performance
I am happy with my relationship with boss	Pearson Correlation Sig. (2-tailed) N	1.000 .103 14	.454 .103 14
I am satisfied with my employee performance	Pearson Correlation Sig. (2-tailed) N	.454 .103 14	1.000 .103 14

**Correlations**

		I am happy the way trainings are conducted	I am satisfied with my employee performance
I am happy the way trainings are conducted	Pearson Correlation Sig. (2-tailed) N	1.000 .117 14	.438 .117 14
I am satisfied with my employee performance	Pearson Correlation Sig. (2-tailed) N	.438 .117 14	1.000 .117 14

**Correlations**

		I am happy with the variations at work schedules	I am satisfied with my employee performance
I am happy with the variations at work schedules	Pearson Correlation Sig. (2-tailed) N	1.000 .190 14	.373 .190 14
I am satisfied with my employee performance	Pearson Correlation Sig. (2-tailed) N	.373 .190 14	1.000 .190 14

**Correlations**

		I am happy with the culture of my organization	I am satisfied with my employee performance
I am happy with the culture of my organization	Pearson Correlation	1.000	.225
	Sig. (2-tailed)	.	.440
	N	14	14
I am satisfied with my employee performance	Pearson Correlation	.225	1.000
	Sig. (2-tailed)	.440	.
	N	14	14

**Correlations**

		I am happy with the reward system	I am satisfied with my employee performance
I am happy with the reward system	Pearson Correlation	1.000	.117
	Sig. (2-tailed)	.	.691
	N	14	14
I am satisfied with my employee performance	Pearson Correlation	.117	1.000
	Sig. (2-tailed)	.691	.
	N	14	14

**Table 6.** Ranking of QWL variables on the basis of degree of correlation with employee performance (Reliance Communications Ltd).

Variables	Ranking
Organizational Culture	8
Relationship among Peers	1
Relationship with boss	5
Training & Development	6
Reward System	9
Fringe Benefits	4
Job Security	2
Autonomy	3
Work schedules	7

Reliance Communications Ltd. reflects a significant correlation among qwl variables such as relationship among colleagues, job security and autonomy with individual performance. According to the internal voice of this organization employees are highly satisfied with the work climate and existing policies, happy with the way their job provides a steady employment as well as an escape from negative consequences like frequent transfers and layoffs as well as the way in which they are treated in their organization and therefore these variables highly reflects their performance at work.

**Correlation between total QWL and Employee Performance across organizations:**

**BSNL**

**Correlations**

		I am happy with the qwl	I am satisfied with my employee performance
I am happy with the qwl	Pearson Correlation	1.000	.543**
	Sig. (2-tailed)	.	.003
	N	28	28
I am satisfied with my employee performance	Pearson Correlation	.543**	1.000
	Sig. (2-tailed)	.003	.
	N	28	28

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

**Tata Teleservices Ltd**

**Correlations**

		I am happy with my individual rights	I am satisfied with my employee performance
I am happy with my individual rights	Pearson Correlation	1.000	.648**
	Sig. (2-tailed)	.	.004
	N	18	18
I am satisfied with my employee performance	Pearson Correlation	.648**	1.000
	Sig. (2-tailed)	.004	.
	N	18	18

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

**Bharti Airtel Ltd**

**Correlations**

		I am happy with the qwl	I am satisfied with my employee performance
I am happy with the qwl	Pearson Correlation	1.000	.740**
	Sig. (2-tailed)	.	.000
	N	30	30
I am satisfied with my employee performance	Pearson Correlation	.740**	1.000
	Sig. (2-tailed)	.000	.
	N	30	30

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



**Idea Cellular Ltd**

**Correlations**

		I am happy with the qwl	I am satisfied with my employee performance
I am happy with the qwl	Pearson Correlation	1.000	.469*
	Sig. (2-tailed)	.	.050
	N	18	18
I am satisfied with my employee performance	Pearson Correlation	.469*	1.000
	Sig. (2-tailed)	.050	.
	N	18	18

\*. Correlation is significant at the 0.05 level (2-tailed).

**Reliance Communications Ltd**

**Correlations**

		I am happy with the qwl	I am satisfied with my employee performance
I am happy with the qwl	Pearson Correlation	1.000	.656*
	Sig. (2-tailed)	.	.011
	N	14	14
I am satisfied with my employee performance	Pearson Correlation	.656*	1.000
	Sig. (2-tailed)	.011	.
	N	14	14

\*. Correlation is significant at the 0.05 level (2-tailed).

**Table 7.** Comparative Position of the organizations with respect to the extent of correlation between overall QWL and Employee Performance

Name of the Companies	Ranking on overall QWL and Employee Performance
BSNL	4
Tata Teleservices Ltd.	3
Bharti Airtel Ltd.	1
Idea Cellular Ltd.	5
Reliance Communications Ltd.	2

The correlation between overall qwl and employee performance is the highest in Bharti Airtel and therefore provides the rationale behind its position as a market leader in Indian Telecom Industry. Reliance Communications Ltd. stands next on this perspective and also reflects individual as well as financial performance enhancement of the organization. Tata Teleservices Ltd. and BSNL reflect a significant correlation between overall qwl and employee performance. Idea Cellular also establishes a positive correlation but slightly low from its public and private sector counterparts due to the insecurity in the external environment of business.

**Table 8.** Regression Model of Telecom Sector companies using Autonomy, T&D, Work Relationships, Reward and Benefits as Independent Variables and Employee performance as Dependent Variable.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.621 <sup>a</sup>	.386	.349	.4560

a. Predictors: (Constant), I am happy with the benefits, I am happy with my relationship with boss, I am happy with the reward system, I am happy with the relationship among colleagues, I am happy with my individual rights, I am happy the way trainings are conducted

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.192	6	2.199	10.576	.000 <sup>a</sup>
	Residual	20.997	101	.208		
	Total	34.189	107			

a. Predictors: (Constant), I am happy with the benefits, I am happy with my relationship with boss, I am happy with the reward system, I am happy with the relationship among colleagues, I am happy with my individual rights, I am happy the way trainings are conducted  
 b. Dependent Variable: I am satisfied with my employee performance

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.193	.384		3.106	.002
	I am happy with my individual rights	.112	.064	.167	1.763	.081
	I am happy the way trainings are conducted	4.288E-02	.074	.066	.578	.564
	I am happy with the relationship among colleagues	.156	.092	.159	1.685	.095
	I am happy with my relationship with boss	.178	.065	.244	2.721	.008
	I am happy with the reward system	4.459E-02	.055	.070	.811	.419
	I am happy with the benefits	.224	.073	.284	3.054	.003

a. Dependent Variable: I am satisfied with my employee performance

Dependent variable	Independent variable
I am satisfied with my employee performance ( Y)	I am happy with the individual rights/autonomy (A)
	I am happy the way trainings are conducted (B)
	I am happy with relationship among colleagues (C)
	I am happy with boss (D)
	I am happy with reward ( E)
	I am happy with benefit s ( F)

The equation for our model will be:

$$Y = 1.193 + .112 A + 4.228E-02 B + .156 C + .178 D + 4.459E-02 E + .224 F$$

The model has been formed to investigate the relationship between job performance and quality work life variables. We have used Y as dependent variable in the regression model and six of the metric qwl variables that have a high influence on employee performance across the organizations. The six independent variables we have used in this model are autonomy (A), trainings (B), relationship with boss (C), relationship among colleagues (D), reward (E) and the benefits (F).

Results of this multiple regression analysis shows that adjusted R square for the model is 0.349 that signifies approximately 34.9 percent of total variation in employee performance can be predicted by these six independent variables. The regression for this model is 0.386 which is not at all significant as there are varieties in qwl variables across different organizations; therefore it has affected the regression value.

The Coefficient section reveals that F is a most significant predictor of Y, with a beta coefficient of 0.284 (probability of 0.003). D is also considered to be a significant (0.008) predictor, with a beta coefficient of 0.244. A is stands significant (0.84) with a beta coefficient of 0.167. C is also considered to be an important (probability 0.095) with a beta coefficient of 0.159.

## Profitability Analysis of the Organizations

### Ratio Analysis

Table 1. CURRENT RATIO.

S,NO	TELECOM PLAYERS	2007	2008	2009	2010	2011
1	BSNL	2.9	2.6	2.2	1.1	0.9
2	TATA	0.24	0.19	0.18	0.14	0.18
3	AIRTEL	0.47	0.57	0.69	0.70	0.70
4	IDEA	0.87	0.43	0.98	0.96	0.49
5	RELIANCE	1.77	0.95	1.45	1.37	1.84

The two basic components of this ratio stand for current assets and current liabilities. Current Assets include cash and those assets that can be easily converted into cash within a short period of time. Current Liabilities stands for those obligations which are payable within a short period of time generally within a year. A relative high current ratio is an indication that the firm is liquid and has the ability to pay its obligation in time and when they become due. On contrary a relative low current ration indicates that the liquidity position of the firm is not good and the firm shall not be able to pay its current liabilities in time without facing much difficulties increase in the current ratio represents improvement in the liquidity position of the firm. A ratio equal to or near 2:1 is considered as an ideal ratio. The idea of having doubled the current assets as compared to the current liabilities is to provide for the delays and losses in the realization of current assets. The current ratio of BSNL from 2007 to 2009 mentioned a fair ratio but has declined over the period of two years. This means that the company is having fewer assets to

cover the liability and also the investors should be weary of the fact that the organization is unable to pay off its short terms debt if necessary and hence the company's liquidity position is very poor. BSNL current asset is relatively high compared to its private sector counterparts i.e. Tata Teleservices Ltd. Bharti Airtel and also Idea Cellular. Reliance Communications showed a comparative stable position with respect to its current ratio and enjoys the superior position over a period of two years compared to its public and private competitor

**Table 2.** RETURN ON CAPITAL EMPLOYED.

S.NO	TELECOM PLAYERS	2007	2008	2009	2010	2011
1	BSNL	8.58	2.33	-0.47	-2.6	-8.32
2	TATA	-8.21	1.44	5.09	-1.37	-12.01
3	AIRTEL	29.6	27.95	28.40	23.86	15.97
4	IDEA	14.96	16.92	11.20	10.73	7.50
5	RELIANCE	10.96	9.65	4.80	1.97	1.03

The prime objective of making investment in any business is to ensure satisfactory return on capital invested. Hence, the return on capital employed is used as a measure of success of a business. Return on capital employed establishes the relation between the profit and the capital employed. It indicates the percentage of return on capital employed in the business and also can be used to show the overall profitability and efficiency of the business. It reflects how well the management has utilized the investment made by the owners and creditors into the business. As the primary objective of any business is to earn profit, therefore higher the return on capital employed the more efficient the firm is in using its funds. Bharti Airtel has maintained a leading position for a consecutive period of five years as compared to other leading telecom service providers in India.

**Table 3.** RETURN ON NETWORTH.

S.NO	TELECOM PLAYERS	2007	2008	2009	2010	2011
1	BSNL	10.14	2.68	0.53	-2.92	-9.33
2	TATA	96.70	62.68	43.33	44.72	-8.09
3	AIRTEL	35.35	30.94	28.13	25.79	17.60
4	IDEA	23.04	29.48	8.87	9.23	6.87
5	RELIANCE	11.74	10.41	9.29	0.94	-1.57

This ratio indicates the profitability of the firm from the owner's point of view. This is considered as the single most ratio to judge whether the firm has earned a satisfactory return for its equity share holders or not. Its adequacy can be judged by i) comparing it with the past record of the same firm ii) interfirm comparison iii) comparisons with overall industry average. Bharti Airtel enjoys the topmost position with respect to the ratio and therefore ensures a satisfactory return earned for the equity share holders' amount invested in their organization. BSNL indicates the weakest position on this ratio and therefore fails to secure its share holder investment to the organization.

Table 4. NET PROFIT MARGIN RATIO.

S,NO	TELECOM PLAYERS	2007	2008	2009	2010	2011
1	BSNL	2.15	9.19	1.90	-6.51	-23.54
2	TATA	-21.81	-7.07	-7.80	-13.44	2.19
3	AIRTEL	22.46	23.99	22.58	26.36	20.21
4	IDEA	11.44	15.33	9.91	8.71	5.48
5	RELIANCE	18.63	17.45	30.47	3.33	-6.00

This ratio indicates the firm's capacity to face adverse economic conditions such as price competitions, low demand etc. A high net profit margin would ensure adequate return to the owners as well as enable a firm to withstand adverse economic conditions when selling price declines, cost of production rises and fall in demand of products. A low net profit margin has the opposite implications. However a firm with low profit margin can earn a high rate of return on investments if it has a higher inventory turnover. Net profit margin of Bharti Airtel Ltd. is the highest in comparison with the industry ratio; therefore it reflects the operational efficiency of the company. The net profit ratio of BSNL is the lowest in comparison with industry ratio and clearly indicates the company's inefficiency to face the challenges from external business environment.

Table 5. RETURN ON ASSETS.

S,NO	TELECOM PLAYERS	2007	2008	2009	2010	2011
1	BSNL	6.21	1.68	-0.33	-1.64	-5.09
2	TATA	-18.18	-5.18	-5.81	-10.12	1.23
3	AIRTEL	14.4	15.1	14.7	15.6	9.7
4	IDEA	7.8	10.3	5.3	5.8	3.6
5	RELIANCE	-1.5	-1.5	1.6	4.6	6.6

Return on assets measures the relationship between net profit and assets. The return on assets (ROA) can be interchangeably called as profit-to-asset ratio. The ROA based on this ratio would be an underestimate as the interest paid to the lenders is excluded from the net profits. In point of fact, the real return on the total assets is the net earnings available to the owners and interest to the lenders as assets are financed by owners as well as creditors. The more reliable indicator of the true return on assets, therefore, is the net profit inclusive of interest. The ROA measures the profitability of the total funds by investments of a firm. It however throws no light on the profitability of the different sources of fund which finance the total assets. High ROA indicates that the assets of the company are efficiently utilized and that helps in increasing the profitability of the company. Low ROA indicates that assets are underutilized and as a result the profitability is getting affected. Bharti Airtel shows a high ROA and therefore ensures the efficient utilization of the assets and insures the profitability of the firm. BSNL indicates a low ROA and thereby the underutilization of its assets and adversely affect the profitability of the firm.

**Table 6.** Ranking of the organizations based on profitability.

Organizations	CR	ROCE	ROE	NPM	ROA	Overall Rank
BSNL	2	4	5	5	5	3
Tata Tele	5	5	4	3	4	3
Airtel	3	1	1	1	1	1
Idea	4	2	2	2	3	2
Reliance	1	3	3	4	2	2

## Conclusion

BSNL is having strong correlation with the overall QWL and Employee performance but with respect to profitability analysis of the firm, it reflects a poor score.

Tata Teleservices Ltd shows a good correlation between qwl and employee performance but its financial ratio reflects a weak penetration of the organization to handle its resources to run business effectively.

Airtel reflects highest correlation with overall QWL and Employee Performance and also the financial analysis of the organization reflects the effectiveness of organization to employ its human resource capital to its optimum extent.

Idea shows a low correlation between QWL and Employee Performance compared to its public and private sector counterparts but the ratio analysis reflects its strong penetration in business.

Reliance Communications Ltd. relates QWL and Employee Performance with a strong correlation and also ensures the firm's overall objective of business i.e. to earn profits.

## Recommendation

BSNL management should foster on creating a congenial work environment, utilize its productive work force through proper job design, increase the frequency of the training, and inculcate a competitive environment, offer benefits to the individuals who take initiatives.

Tata Teleservices employees' should be heard by management, the boss should encourage the employees to take active participation in decision making, an unique value should be inculcated among employees to foster friendly relationship among the organizational members, more benefits should be offered, variations in work schedules should be created and employees insecurity should be addressed with due care.

Bharti Airtel should emphasis on offering more stability, a better reward aiming at acknowledging individual employee contribution to organization and also incorporating some autonomy and flexibility in work schedules to address the competitive pressure of performance.

The variables addressing quality work life supports to the employee is significantly less in Idea Cellular Ltd. Although the correlation between overall qwl and employee performance moderately correlates each other and also the financial performance of the organization is moderate. It can be assumed that if employees work life balance should be addressed in a better manner, then it can yield a much better performance with an increased amount of profitability.

In Reliance Communications Ltd. employees are extremely satisfied with their boss, colleagues and feel secure in their organization. The overall qwl also correlates individual performance positively but when it relates the overall profitability of the firm, the individual performance remains unutilized or underutilized. The issue can be handled with a systematic reward system, designing proper training programme and emphasizing on proper job management policies.

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