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IMPACT OF ORGANIZATIONAL STRUCTURE ON QWL: A STUDY OF MNCS WORKING IN DELHI- NCR

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**Abstract**

*Organizational Structure is generally considered the relationship between employees in an organization. It also explains how the authority and responsibilities are allocated among different employees of different departments of any organization. This allocation affects the motivation level and satisfaction level of employees which results into the remarkable effect on employees. Quality of Work Life is the phenomenon which is used to define all the factors which affect the performance of employees under one umbrella as it includes work environment, different facilities provided by the organizations, work-life balance, job satisfaction and job security, personal life of employees, adequacy of resources, compensation and rewards and training and development. The present research tries to measure the impact of organizational structure on QWL of MNCs with reference to Delhi-NCR.*

*Keywords: Organizational Structure, QWL.*

**INTRODUCTION**

Organization structure is the sum of the ways through which activities are distributed among the employees depending upon the competence level of the employees. Besides, allocation as per the planning activity of the organization, structure also ensures that these activities are being executed in the manner through which effectiveness can be ensured and the essence of management i.e. coordination is possible. As without coordination there will be chaos and duplicity will prevail in the organizations, so the only factor which further takes the coordination in the desired and balanced form of organization is organization structure.

Zahedi, Nikpur & Nikpur (2000) Organization Structure is basically concerned with identifying the different roles to be assigned in the organizations to achieve the objectives. Role identification is concerned with the hierarchy to be followed and decision making power, delegation along with distribution of operational as well strategic mechanisms. Different rules and procedures are also framed as per the structure. Mere dividing the tasks or organizing is not sufficient until unless the tasks are not coordinated. As coordination assures the synchronization of all the activities in the same direction of achieving the goals for which any organization subsists. This coordination or synchronization is achieved through the organization structure.

QWL (Quality of Work Life) is outcome of different factors composed of it. It can defined as level of motivation, level of satisfaction, work environment, different facilities provided by the organizations, work-life balance, job satisfaction and job security, family and adequacy of resources, compensation and rewards and training and development. But in the current research, total four factors have been categorized which include all other factors.

**REVIEW OF LITERATURE**

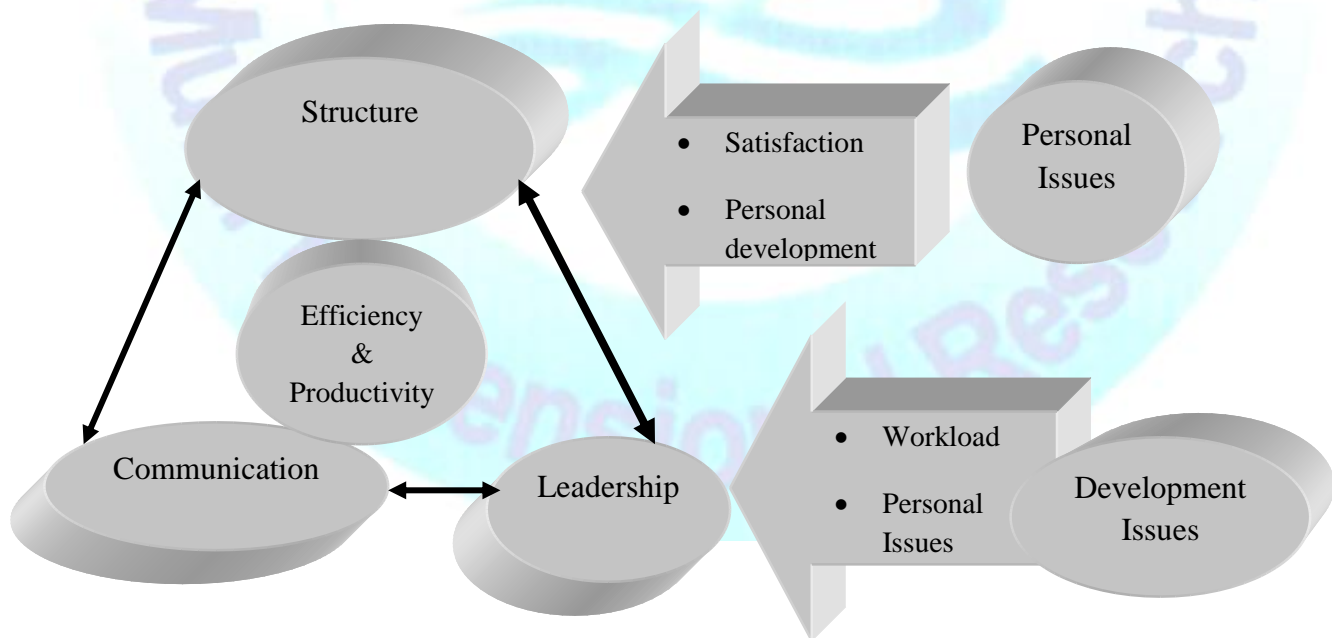
Organizational structure facilitates the effectiveness as through only the structure, employees are aware about the roles and responsibilities to be borne by them. Clarity of roles will further make the tasks easy to comprehend and perform. Moreover, in the cases of any order or problem, employees are very well known about the concerned persons whom to report. This indeed makes the work smooth for them and they perform their duties effectively. Effectiveness is affected by the organizational structure along with

motivation, working ability or willingness, job perception or perception of one’s role in the organization, organizational support, performance feedback, and credit and environment adaptation.

For certifying effectiveness every organization should take utmost care while selecting the structure in the form:

1. That up to what extent formalization or informalization should be there among the relationships of employees,
2. How the professionalism is defined in the organization and
3. What are the standards of performance measurement?
4. Moreover, authority-responsibility relationship demands proper attention.
5. Proper channel of hierarchy affects organization into positive direction and vice-versa.
6. Complexity of structure is also being measured for effectiveness of the organization
7. Level of centralization and decentralization is another major factor affecting performance.
8. Performance of personnel actually affects the achievement of objectives in the organizations and is directly related to structure of the organization but it is also possible that instead of a very clear and even structure, performance is not up to the level. In that case, personnel are having some problems which can be of group operating within the organization (Hawthorne Experiments) and outside environment. Besides, personnel can also affect the structure and can be a factor for change in the same.
9. Rules and regulations must be in written as much as possible so that people working in the organization know the rules in advance and prepare about the by-laws, regulations, code and procedure being followed in the group.
10. In the last, positions and content aspects including environment, goals and culture are the factors which also affect the effectiveness of the organization.

**Figure : 1 Theoretical Model of Organizational Structure connected with Leadership and Communication**



These three aspects are related to each other and change in one aspect will cause change in another. Structure influences the work design and actual performance of the job, leadership is responsible for the

level of performance and communication is the deciding factor of achievement and productivity as through it people are aware about the level of hierarchy and work-design which will deal with personal and development issues.

Standardization makes work easy to be comprehended and operated decreasing work load.

Degree of cooperation can also be followed in the organization by using the specialization of personnel in proper way. For better functioning, support staff can bring the change. For the better productivity, personnel should be developed in their capacity and this is being done through training. Besides, sending for some external projects as training, in-house training can also be an effective medium for developing the capability. Training the employees with the improved and more supportive approached leadership can change the scenario and performance of employees. Further, managers should be grouped according to the tasks and every member should have equal chance of participation and time to be heard. Just providing the training is not enough rather employees should have clear vision about the missions and objectives of the organization and their roles in the same so that they can channelize their efforts in the right direction. Even the technology can play a crucial role in it and make the communication easier. It is recommended that in spite of personal communication, technology should be used to communicate so that chances of errors can be reduced and better utilization of time can be achieved.

Elsaid, Okasha & Abdelghaly (2013) Organization structure is the medium through which an organization assigns the tasks to its people for completion of jobs to be completed for achieving the main objectives of the organizations. Number of people which work in the organization decide the type of communication which eventually leads to the structure of the organization which has to be followed in the organization as the tasks in the small groups can be achieved through direct communication with formal type of structure while if the number of members in a group are large then centralization of authority has to be converted into delegation of authority and tasks.

Daft L. Richard, (2007) Organizational structure affects three Cs

1. Communication
2. Coordination
3. Cooperation

Majorly, the level and ease of communication ensures the coordination and another important C of the Organization i.e. cooperation further makes the tasks and relationship clear and confident. These three factors are indeed the success mantras of the organizations for achieving effectiveness and efficiency.

The variable of QWL is having a good literature as well. Kapoor and Kumari (2008) assessed the QWL experienced by the employees of public and private sector banks and the impact of QWL on job satisfaction, performance and mental health of employees. Employees of public sector banks are likely to have high quality of working life mean score, high job satisfaction mean score, high performance mean score, high mental health mean score as compared to employees of private sector banks.

And the employees with high quality of working life mean score are likely to have high performance as compared to the employees having low quality of working life. Irrespective of the structure of the organizations, there is significant positive correlation between QWL and Job Satisfaction, QWL and Performance, QWL and Mental Health, Job Satisfaction and Performance, Job Satisfaction and Mental Health, and Performance and Mental Health.

To improve the quality of working life, professional counselling programmes are the need of the organizations.

Jerome (2013) has postulated that QWL is concerned with various aspects of work environment and socio economic background of the employees affects their contribution towards QWL. QWL also motivates the employees for their future role while binding by their present roles with addressing their grievances. It deals with full ranges of human needs to be met in the organization as on the one hand QWL can be looked with the set objective, organizational condition and practice and employees' safety, satisfaction in relation to growth and development, on the other hand. Relationship between ages, educational qualification, and income with QWL can be easily determined. In the organizations, majority of employees who are highly compensated, they are positive towards working conditions, satisfied with the development prospective, good working and welfare conditions and social relationship resulted into more satisfied (62%) and high level of QWL (50%). If quality of food and hygienic equipments has to be considered in workers' welfare, they will be more psychologically, emotionally and physically fit.

Subhashini and Gopal (2013) explained QWL a concept which is having relationship between employees and the total working environment. QWL consists more than the traditional constructs of job security, good working conditions, adequate and fair compensation and equal employment opportunity as one more dimension that employees work for is salary as well as improved working conditions and poor working conditions results into increased absenteeism, stress and ultimately job dissatisfaction.

Pothigaimalai, Buvaneswari, Sudha & Venkatesh (2014) identified QWL a base to take advantage of human assets in the organization and connected labour-management relations to solve many organizational problems. They further stated that development of an employee in the organization does not only result due to training programs rather employee learns through the job also. On the one hand, with the improved performance employees do their best to achieve the organizational objectives and get the satisfaction through the job on the other hand. As they said, "A happy working atmosphere makes a man happy and happy man contributes more." Later in their work, they meant by QWL as favourableness or unfavourableness of job enrichment. They found out through their research conducted upon 90 respondents that majority of the respondents were satisfied with their work environment, physical structure, standard precautionary, promotion procedure, present salary, safe working conditions, effective rules and regulation, company working schedules, welfare measures, development opportunities, employee-management relationships, effective TQM system and motivational programs. And in the end, the authors concluded that age and work schedule, experiment and promotional procedure, qualification and development do not have any significant relationship respectively. They suggested that organization can provide training programs, better infrastructural facilities, better incentive schemes, better transfer and promotional policy to workers and improved amenities such as mask to avoid dust and complaint box.

Hosmani, Shambhushankar & Bindurani (2014) explained that QWL is a collective responsibility of the management, employees, and union leaders, government and behavioural scientists Human resource department of the organisation need to take up QWL programs like training and development, career planning, safety and security measures, employee welfare practices etc. which enhances the performance of employees' on their job. Management need to focus on improving areas of QWL viz., work life balance, quality circles, leadership, workers participation in management, stress management, working environment, open communication etc.

#### IMPORTANCE OF THE STUDY

In the current study, an attempt has been made to analyze the relationship between organization structure and QWL. The study provides the way to make organization work in the direction to retain the well deserving and efficient employees as it makes to understand which organization structure is most suited to which type of factor of QWL which is a basic for today's organizations.

### OBJECTIVES

Various organizations more specifically MNCs face the problem of employee retention and cultural challenges, so the objective of present study is to:

1. Find out the relationship between organization structure and motivation towards the work.
2. Analyze the organization structure and satisfaction level of employees.
3. Impact of organization structure and self-esteem level of employee.
4. Measure the correlation between organization structure and compensation and rewards of employees.
5. Analyze the relationship between organization structure and personal life of employees.

### RESEARCH METHODOLOGY

For the present study correlation, regression, measures of averages have been applied on the data of total 460 executives working in various 52 MNCs in the region of Delhi-NCR.

### HYPOTHESES

And the role of organizational structure has been tested with the following questions as:

**Motivation towards work, satisfaction level of employees, adequate and fair compensation, time for family and respect** and the result of the test at 0.05 levels of significance and two-tailed test denotes the output. For testing the relationship, hypotheses have been framed as:

#### Null - Hypotheses

**H<sub>01</sub>**: There is no statistically significant correlation between organization structure and motivation towards the work.

**H<sub>02</sub>**: There is no statistically significant correlation between organization structure and satisfaction level of employees

**H<sub>03</sub>**: There is no statistically significant correlation between organization structure and self-esteem level of employees.

**H<sub>04</sub>**: There is no statistically significant correlation between organization structure and compensation and rewards of employees.

**H<sub>05</sub>**: There is no statistically significant correlation between organization structure and personal life of employees.

### ANALYSIS OF ORGANIZATION STRUCTURE AND ITS ROLE ON QWL

Mean Score have been calculated with independent variable of organizational structure and motivation towards work, satisfaction level of employees, adequate and fair compensation, time for family and respect.

1. Organizational Structure and Motivation level

Correlation Analysis Organizational Structure and Motivation level

Correlations

		Org Structure	How motivating is the work environment?
Org Structure	Pearson Correlation	1	.048
	Sig. (2-tailed)		.302
	N	460	460
How motivating is the work environment?	Pearson Correlation	.048	1
	Sig. (2-tailed)	.302	
	N	460	460

Interpretations:

- It is a positive correlation between motivation and organization structure which states that organization structure affects motivation and it is strong relationship as it is less than 0.05.
- Significant level is .302 which is greater than alpha level of 0.05 hence  $H_0$  is accepted and  $H_a$  is rejected.

So, significant correlation cannot be predicted between organizational structure and motivation and it can be shown as by following bar graph:

Regression

$H_0$ : The null hypothesis states that the variation in Y (motivation) is unrelated to variation in X (organizational structure) or there is not supported relationship between two.

$H_1$ : It states regression coefficient is not equal to zero.

Regression Analysis Organizational Structure and Motivation level

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.048 <sup>a</sup>	.002	.000	.714

a. Predictors: (Constant), Org Structure

ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.544	1	.544	1.067	.302 <sup>b</sup>
	Residual	233.378	458	.510		
	Total	233.922	459			

a. Dependent Variable: How motivating is the work environment?

b. Predictors: (Constant), Org Structure

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

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.918	.075		52.425	.000
	Org Structure	.026	.025	.048	1.033	.302

a. Dependent Variable: How motivating is the work environment?

**Interpretation:**

- The first table shows the independent variable i.e. organizational structure.
- $R^2$  .002 means organizational structure account only this much for motivation level of employees.
- 3.918 Which is “a” in regression equation and it states that where there is not any structure followed motivation level is 3.918.
- 0.26 is slope for each change in structure which states this % of change in the level of organization structure will change motivation in the same proportion.
- Significant level is .302 which is greater than alpha value of 0.05 and so null hypothesis is accepted.

**Mean of Different Motivation level depending upon the Organizational Structure**

**Mean Analysis Organizational Structure and Motivation level**

**Report**

How motivating is the work environment?

Org Structure	Mean	N	Std. Deviation	Variance	Skewness
any other	3.92	141	.737	.544	.016
Product	4.26	34	.666	.443	-1.009
Divisional	3.95	166	.703	.495	-.144
Matrix	3.97	70	.636	.405	-.672
Functional	4.12	49	.781	.610	-.495
Total	3.99	460	.714	.510	-.234

**ANOVA Table**

			Sum of Squares	df	Mean Square	F	Sig.
How motivating is the work environment? * Org Structure	Between Groups	(Combined)	4.340	4	1.085	2.150	.074
	Within Groups		229.582	455	.505		
	Total		233.922	459			

**Measures of Association**

	Eta	Eta Squared
How motivating is the work environment? * Org Structure	.136	.019

**2. Organizational Structure and Satisfaction level**

**Correlation Analysis Organizational Structure and Satisfaction level**

**Correlations**

		Org Structure	I am satisfied with the working conditions and proud to be with MNC than a domestic company
Org Structure	Pearson Correlation	1	.095*
	Sig. (2-tailed)		.043
	N	460	460
I am satisfied with the working conditions and proud to be with MNC than a domestic company	Pearson Correlation	.095*	1
	Sig. (2-tailed)	.043	
	N	460	460

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

**Interpretations:**

- It is a positive correlation between satisfaction level and organization structure which states that organization structure affects satisfaction level but it is weak relationship as it is more than 0.05.
- Significant level is 0.043 which is less than alpha level of 0.05 hence  $H_0$  is rejected and  $H_a$  is accepted.

So, significant correlation can be predicted between organizational structure and satisfaction level and it can be cleared as by following bar graph:

**Regression**

$H_0$ : The null hypothesis states that the variation in Y (satisfaction) is unrelated to variation in X (organizational structure) or there is not supported relationship between two.

$H_1$ : It states regression coefficient is not equal to zero.



Table 7.33 Regression Analysis Organizational Structure and Satisfaction level

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.095 <sup>a</sup>	.009	.007	.712

a. Predictors: (Constant), Org Structure

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.095	1	2.095	4.138	.043 <sup>b</sup>
	Residual	231.896	458	.506		
	Total	233.991	459			

a. Dependent Variable: I am satisfied with the working conditions and proud to be with MNC than a domestic company

b. Predictors: (Constant), Org Structure

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

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.860	.074		51.815	.000
	Org Structure	.051	.025	.095	2.034	.043

a. Dependent Variable: I am satisfied with the working conditions and proud to be with MNC than a domestic company

**Interpretation:**

- The first table shows the independent variable i.e. organizational structure.
- $R^2$  .009 means organizational structure account only this much for satisfaction level of employees.
- 3.860 Which is "a" in regression equation and it states that where there is not any structure followed satisfaction level is 3.860.
- 0.51 is slope for each change in structure which states this % of change in the level of organization structure will change satisfaction in the same proportion.
- Significant level is .043 which is less than alpha value of 0.05 and so null hypothesis is rejected.

**Mean of Different Satisfaction level depending upon the Organizational Structure**

**Mean Analysis Organizational Structure and Satisfaction level  
 Case Processing Summary**

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
I am satisfied with the working conditions and proud to be with MNC than a domestic company * Org Structure	460	100.0%	0	0.0%	460	100.0%

**Report**

I am satisfied with the working conditions and proud to be with MNC than a domestic company

Org Structure	Mean	N	Std. Deviation	Variance	Skewness
any other	3.96	141	.716	.512	-.056
product	4.00	34	.492	.242	.000
divisional	3.96	166	.758	.574	-.183
matrix	3.89	70	.553	.306	-.059
functional	4.39	49	.786	.617	-.821
Total	4.00	460	.714	.510	-.138

**ANOVA Table**

			Sum of Squares	Df	Mean Square	F	Sig.
I am satisfied with the working conditions and proud to be with MNC than a domestic company * Org Structure	Between Groups	(Combined)	8.823	4	2.206	4.457	.002
	Within Groups		225.168	455	.495		
	Total		233.991	459			

**Measures of Association**

	Eta	Eta Squared
I am satisfied with the working conditions and proud to be with MNC than a domestic company * Org Structure	.194	.038

**3. Organizational Structure and Employees' Self-Esteem**

**Correlation Analysis of Organizational Structure and Self-Esteem level**

**Correlations**

		Org Structure	[I am treated with respect at my work place]
Org Structure	Pearson Correlation	1	.141**
	Sig. (2-tailed)		.002
	N	460	460
[I am treated with respect at my work place]	Pearson Correlation	.141**	1
	Sig. (2-tailed)	.002	
	N	460	460

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

**Interpretations:**

- It is a positive correlation of 0.141 between self-esteem level and organization structure which states that organization structure affects self-esteem level but it is weak relationship as it is more than 0.05.
- Significant level is 0.002 which is less than alpha level of 0.05 hence  $H_0$  is rejected and  $H_a$  is accepted.

So, significant correlation is predicted between organizational structure and self-esteem level and it can be cleared as by following bar graph:

**Regression**

$H_0$ : The null hypothesis states that the variation in Y (self-esteem) is unrelated to variation in X (organizational structure) or there is not supported relationship between two.

$H_1$ : It states regression coefficient is not equal to zero.

**Regression Analysis of Organizational Structure and Self-Esteem level**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.141 <sup>a</sup>	.020	.018	.962

a. Predictors: (Constant), Org Structure

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.632	1	8.632	9.324	.002 <sup>b</sup>
	Residual	424.011	458	.926		
	Total	432.643	459			

a. Dependent Variable: [I am treated with respect at my work place]

b. Predictors: (Constant), Org Structure

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

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.359	.101		33.350	.000
	Org Structure	.103	.034	.141	3.054	.002

a. Dependent Variable: [I am treated with respect at my work place]

**Interpretation:**

- The first table shows the independent variable i.e. organizational structure.
- $R^2$  .020 means organizational structure accounts only this much for self-esteem level of employees.
- 3.359 Which is “a” in regression equation and it states that where there is not any structure followed satisfaction level is 3.359.
- 0.103 is slope for each change in structure which states this % of change in the level of organization structure will change satisfaction in the same proportion.
- Significant level is .002 which is less than alpha value of 0.05 and so null hypothesis is rejected.

**Mean of Organizational Structure and Employees’ Self-Esteem**

**Mean Analysis of Organizational Structure and Self-Esteem level**

**Case Processing Summary**

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
[I am treated with respect at my work place] * Org Structure	460	100.0%	0	0.0%	460	100.0%

**Report**

[I am treated with respect at my work place]

Org Structure	Mean	N	Std. Deviation	Variance	Skewness
any other	3.38	141	1.073	1.151	-.940
Product	3.82	34	.626	.392	-3.010
Divisional	3.79	166	.815	.664	-1.157
Matrix	3.51	70	1.100	1.210	-1.147
Functional	3.90	49	.984	.969	-1.429
Total	3.63	460	.971	.943	-1.223

**ANOVA Table**

			Sum of Squares	df	Mean Square	F	Sig.
[I am treated with respect at my work place] * Org Structure	Between Groups	(Combined)	19.028	4	4.757	5.233	.000
	Within Groups		413.615	455	.909		
	Total		432.643	459			

**Measures of Association**

	Eta	Eta Squared
[I am treated with respect at my work place] * Org Structure	.210	.044

**4. Organizational Structure and Adequate Compensation**

**Correlation Analysis of Organizational Structure and Adequate Compensation level**

**Correlations**

		Org Structure	[I am given adequate and fair compensation for the work I do]
Org Structure	Pearson Correlation	1	.120*
	Sig. (2-tailed)		.010
	N	460	460
[I am given adequate and fair compensation for the work I do]	Pearson Correlation	.120*	1
	Sig. (2-tailed)	.010	
	N	460	460

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

**Interpretations:**

- It is a positive correlation of 0.120 between compensation and organization structure which states that organization structure affects compensation and it is weak relationship as it is more than 0.05.
- Significant level is 0.010 which is less than alpha level of 0.05 hence H<sub>0</sub> is rejected and H<sub>a</sub> is accepted.

So, significant correlation is predicted between organizational structure and self-esteem level and it can be cleared as by following bar graph:

**Regression**

**H<sub>0</sub>:** The null hypothesis states that the variation in Y (compensation and rewards) is unrelated to variation in X (organizational structure) or there is not supported relationship between two.

**H<sub>1</sub>:** It states regression coefficient is not equal to zero.

**Regression Analysis of Organizational Structure and Adequate Compensation level**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.120 <sup>a</sup>	.014	.012	.928

a. Predictors: (Constant), Org Structure

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.743	1	5.743	6.669	.010 <sup>b</sup>
	Residual	394.379	458	.861		
	Total	400.122	459			

a. Dependent Variable: [I am given adequate and fair compensation for the work I do]

b. Predictors: (Constant), Org Structure

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

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.062	.097		31.522	.000
	Org Structure	.084	.032	.120	2.582	.010

a. Dependent Variable: [I am given adequate and fair compensation for the work I do]

**Interpretation:**

- The first table shows the independent variable i.e. organizational structure.
- R<sup>2</sup> 0.014 means organizational structure accounts only this much for compensation level of employees.
- 3.062 Which is “a” in regression equation and it states that where there is not any structure followed compensation level is 3.062.
- 0.084 is slope for each change in structure which states this % of change in the level of organization structure will change compensation in the same proportion.
- Significant level is .010 which is less than alpha value of 0.05 and so null hypothesis is rejected.

**Mean of Organizational Structure and Compensation to Employees**

**Mean Analysis of Organizational Structure and Adequate Compensation level**

**Case Processing Summary**

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
[I am given adequate and fair compensation for the work I do] * Org Structure	460	100.0%	0	0.0%	460	100.0%

**Report**

[I am given adequate and fair compensation for the work I do]

Org Structure	Mean	N	Std. Deviation	Variance	Skewness
any other	3.02	141	.945	.892	-.765
Product	4.03	34	.797	.635	-.054
Divisional	3.28	166	.866	.750	-.981
Matrix	3.39	70	.967	.936	-1.050
functional	3.41	49	.864	.747	-.714
Total	3.29	460	.934	.872	-.778

**ANOVA Table**

			Sum of Squares	df	Mean Square	F	Sig.
[I am given adequate and fair compensation for the work I do] * Org Structure	Between Groups	(Combined)	30.100	4	7.525	9.253	.000
	Within Groups		370.022	455	.813		
	Total		400.122	459			

**Measures of Association**

	Eta	Eta Squared
[I am given adequate and fair compensation for the work I do] * Org Structure	.274	.075

**5. Organizational Structure and Personal Life**

**Correlation Analysis of Organizational Structure and Personal Life**

**Correlations**

	Org Structure	How hard is it to take time off during your work to take care of personal or family matters?
Org Structure	Pearson Correlation Sig. (2-tailed) N	1 -.017 .717 460 460
How hard is it to take time off during your work to take care of personal or family matters?	Pearson Correlation Sig. (2-tailed) N	-.017 1 .717 460 460

**Interpretations:**

- It is a negative correlation of -0.017 between personal life and organization structure which states that organization structure does not affect personal life and it is weak relationship as it is more than 0.05.
- Significant level is 0.717 which is more than alpha level of 0.05 hence  $H_0$  is accepted and  $H_a$  is rejected.

So, this correlation predicted between organizational structure and personal life can be understood as by following bar graph.

**Regression**

$H_0$ : The null hypothesis states that the variation in Y (personal life) is unrelated to variation in X (organizational structure) or there is not supported relationship between two.

$H_1$ : It states regression coefficient is not equal to zero.

**Regression Analysis of Organizational Structure and Personal Life**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.017 <sup>a</sup>	.000	-.002	1.121

a. Predictors: (Constant), Org Structure

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.165	1	.165	.131	.717 <sup>b</sup>
	Residual	575.685	458	1.257		
	Total	575.850	459			

a. Dependent Variable: How hard is it to take time off during your work to take care of personal or family matters?

b. Predictors: (Constant), Org Structure

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

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.088	.117		26.310	.000
	Org Structure	-.014	.039	-.017	-.362	.717

a. Dependent Variable: How hard is it to take time off during your work to take care of personal or family matters?



**Interpretation:**

- The first table shows the independent variable i.e. organizational structure.
- $R^2$  0.17 means organizational structure accounts this for personal life of employees.
- 3.088 Which is “a” in regression equation and it states that where there is not any structure followed compensation level is 3.088.
- -0.014 is slope for each change in structure which states this % of change in the level of organization structure will change compensation in the same proportion.
- Significant level is 0.717 which is more than alpha value of 0.05 and so null hypothesis is accepted.

**Mean of Organizational Structure and Personal Life**

**Mean Analysis of Organizational Structure and Personal Life**

**Case Processing Summary**

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
How hard is it to take time off during your work to take care of personal or family matters? * Org Structure	460	100.0%	0	0.0%	460	100.0%

**Report**

How hard is it to take time off during your work to take care of personal or family matters?

Org Structure	Mean	N	Std. Deviation	Variance	Skewness
any other	3.10	141	1.185	1.404	-.142
product	2.79	34	1.200	1.441	-.248
divisional	2.97	166	1.109	1.229	.141
matrix	3.57	70	.941	.886	-.212
functional	2.61	49	.862	.742	-.771
Total	3.05	460	1.120	1.255	-.080

**ANOVA Table**

			Sum of Squares	Df	Mean Square	F	Sig.
How hard is it to take time off during your work to take care of personal or family matters? * Org Structure	Between Groups	(Combined)	32.056	4	8.014	6.706	.000
	Within Groups		543.794	455	1.195		
	Total		575.850	459			

**Measures of Association**

	Eta	Eta Squared
How hard is it to take time off during your work to take care of personal or family matters? * Org Structure	.236	.056

### RESULT AND FINDINGS OF THE RESEARCH

On the basis of analysis, it was found that Organizational structure and motivation are strongly related to each other with correlation value of 0.48 but the correlation is insignificant (.302) be considered and hence it is concluded that  $H_0$  is accepted postulating no relationship between the two.  $R^2$  is 0.002.

Satisfaction level is also weakly correlated with organizational structure but this relationship is positive (0.95) and significant (0.043) which rejects the null hypothesis and accepts the alternate hypotheses.  $R^2$  is .009 which does not postulate so much strong variance between the two.

Relationship between organizational structure with employees' self esteem is positive which means that organizational structure affects employees' self-esteem also but the relationship is very weak (0.141). Irrespective of weak relationship, it is very significant (0.002).  $R^2$  .020 of this variable denotes also the importance of organizational structure for this variable as compared to above two factors.

Compensation and rewards variable scored positive but weak correlation of 0.120 and the significant level is 0.010 which states that organizational structure is important determinant of compensation and rewards and  $R^2$  is 0.014.

When personal life and organizational structure have been examined, it was found that these are not positively related to each other (-0.017) and there is no significant relationship with each other (0.717)

Hence organizational structure affects satisfaction level, self-esteem and compensation and rewards but personal life and motivation are not affected by organizational structure. So to improve the satisfaction level, self-esteem and attitude towards compensation and rewards, organizational structure can play an important role. While to improve personal life and motivation, improvements other than organizational structure will be useful.

And out of the five factors organizational structure influences self-esteem most than compensation and rewards, satisfaction level, motivation and the least is personal life with the score of zero.

When the mean scores, standard deviation and skewness along with measure of association (eta) are being analyzed, it was found that employees in the product structure are more motivated and in any other structure are least motivated. And if consistency is concerned employees are having the same level of attitude in all the structure i.e. they are feeling motivated. But in matrix structure, this consistency is the highest (sd.636). Moreover all the points are negatively skewed stating that most of the employees are having fewer score or declining to the less motivation.

Employees of all the structures are satisfied. But functional structure is the one where employees are most satisfied but negatively skewed and in matrix structure they are least satisfied. Their satisfaction is also consistent but in product structure it is most consistent with the .000 skewness.

On an average employees of all the structures are neutral or somewhat agree that they feel respected. And the employees of functional structure are feeling most respected and in any other structure, they are feeling least respected. All it was found that employees of product structure are having consistent level of response while in matrix this is most inconsistent (sd.1.100).

It was found that through mean that on average employees of all the structures are neutral or somewhat agree that they are being rightly compensated and they do not want to answer the question but through comparison of different means product structure (4.03) gets the highest satisfied employees and in any other structure (3.02) are the lowest satisfied. Besides in the product structure deviations are also the least so people are most satisfied on this point they are being compensated adequately while in matrix there is highest variation.

Mean shows that on family manage issue also employees are neutral or somewhat agree that they are being able to manage the family life in the same way of all the structures. But in any other structure (3.10) they are more able to manage and in functional structure (2.61) they are not so able to manage but functional is having least variance while product is having the most variation.

If the degree of association between different variables and organizational structure is measured, it was found that compensation and rewards are most associated variable (.274) while motivation (.136) is least associated. While other variables are associated with organization structure as family life with .236, self-esteem with .210, satisfaction with .194 on second, third and fourth numbers respectively. But organization structure is most significant for motivation (.074) as compared to other structures.

So it is clear that organizational structure does affects the QWL of employees.

#### **SUGGESTIONS**

Organization structure can also play a vital role in this chain and certain structure can be applied in the organizations for solving the motivation problem, innovation, and satisfaction level and performance appraisal system.

#### **SCOPE FOR FUTURE STUDY**

Type of organization structure has been analyzed with QWL but there are certain factors such as communication, performance review, leadership, cooperation and communication can also be tested with their impact on QWL.

Departmentation can also be analyzed in a relationship with QWL.

The data of MNCs is used only, a comparison with the domestic organizations also can be made and the difference with the MNCs can be analyzed.

#### **IMPLICATION FOR MNCS**

This study is useful for MNCs as this provides the areas where the organizations should make efforts to retain their most valuable assets.

MNCs having diverse workforce is in the condition to manage the organization culture and climate but not able to retain the talent that is the reason why people switch their organizations. So motivating them and providing them basic facilities with adequate compensation according to their work and responsibilities can make change for these organizations in long run as well as in short run.

Stress relieving sessions and facilities can also make change for them and efficiency can be improved.

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