

## **The Association between Organization Agility and Quality of Work Life in Small and Medium Enterprise of Punjab Pakistan**

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### **Abstract**

*This paper investigates the association between organization agility and quality of work-life (QWL) in a small and medium enterprise (SMEs) of Punjab Pakistan because organization agility is necessary to a developed quality workforce that can deal with the unexpected and uncertain variations in the business environment. In this study, the organization agility factor such as acting agility, sensing agility and decision making agility are independent variables while the quality of work-life (QWL) is a dependent variable. The questionnaire method was used for data collection. A total of 285 employees of the SMEs have participated in this study. The results support that there is a significant association between acting agility (AA), sensing agility (SA), decision making agility (DMA) and quality of work-life (QWL). The results also reveal that acting agility is one most influential factors in the quality of work life.*

**Keywords:** *Quality of work-life, Sensing Agility, Decision Making Agility, Acting Agility*

## **Introduction**

In the global environment, every enterprise works and operates in a competitive atmosphere. The business environment is rapidly changed by increased innovation and technological growth, division of markets, increase the amount of customer satisfaction towards the products (Swafford et al., 2006; Khan et al., 2020). Among the different ideas suggested by the different researchers that how to deal with this type of uncertainty in an enterprise, the agility is one of the most and latest study suggested and accepted mainly. This theory was proposed to define the new techniques and approaches in the enterprises and manufacturing to deal with the changing environment and to be successful in the global environment (Sharifi & Zhang, 2001; Yusuf et al., 2004). Agility means the organization's capacity to quickly and rapidly respond to the environmental changes and adopt to these changes than the enterprise will survive in the global market (Sharifi & Zhang, 2001; Yusuf et al., 2004). Almahamid et al. (2010) stated that agility gives the organizations a competitive advantage over other organizations and has given them a unique position in the market.

The successful and quick response to the changes enables the organizations to adopt all the factors such as objectives, machinery, skills, and individuals to unpredicted fluctuations. The literature stresses that lacking organization agility the organization can't be survived, and it is also supposed that workforce agility can provide better quality products, customer's relationship, learning chances and increase scope of economy and growth of the organization (Khan & Burki, 2020). Agility is known as a new approach to an enterprise, which is quite different from the pre-determined production. Agility has a series of implications for the nature of the work institute. Agility requires rapid and fast variations in the market so it rises ambiguity in the organization so needs continuous changes in workplace, technologies and skills of the employees

Serey (2006) stated QWL life was closely related to the significant and satisfactory work. It contains the chances to employ individual skills and the ability to counteract the challenges and difficulties that organizations face in the growing market. QWL is one of the most significant factors in human resources administration that needs special focus and attention. It was like the philosophy that individuals are the most vital resource in the association and employees should be considered as the assets of the organization rather than liabilities (Muftah 2011).

## **Quality of work-life programs**

According to (Khan, Siddique, & Sarwar, 2019) stated that various physical and social environment factors affect the employee's wellbeing. QWL included the different features of the work and working conditions that affect the employer's work-life. It was the atmosphere of the workplace and working place environment that talks about the welfare of the employees. Knox & Irving (2001) specified that the strong point and weak point of work condition play a significant role in determining the value of work-life. And this condition must be given more consideration because of its effects on the employee's performance and work attitude towards the organization (Sarwar et al., 2021; Trau & Hartel, 2007). Ahmad (2013) stated the core portion of the quality of work-life is to build a working atmosphere in which employees can work with one another with cooperation to achieve organization goals

QWL is not a new problem in the organization and previous researches established that organizations must consider the quality of life as the main issue and proper steps should be taken to ensure the quality of life (Narehan et al., 2014). For the first time, this issue was introduced in the international labor relations conference (ILRC) in 1972 and got more consideration of the people when general motor launched more programs role for all the employees in the organization in respect of size and type (Koonmee et al., 2010). Life at the workplace is also more significant as individual personal life and gratification are very vital in both lives where it's personal life or life at work.

QWL means the organization response to worker needs by developing procedure and mechanism that allows the workers to share in the decision making that's fully making their life work better. QWL is the process, instrument and philosophy that grasps that employees are the supreme vital resources of the organization as they are accountable and trustworthy and they can make decision that's is better for the organization and their contribution plays significant role in the achievement of the organization and they should be treated with respect and honor. Workers with a high quality of life will give more output to the organization, job satisfaction and job performance (Efraty et al., 1991).

Quality of life have two prospective first the personal point of view that is perception of workers from identical place of work and secondly the objective point of view such as the steps and procedures linked to work of the institute such as salaries, bonuses, other decisions and job-related safety (Nekouei et al., 2014). According to Gayathiri & Ramakrishnan, (2013) stated that the right working environment will promote the employees motivation and satisfaction through job safety, promotion, rewards and more new opportunities for enhancements . its tells us about the degree of brilliance and working conditions that regulate the association between the employees and the surroundings in which

they work, in adding to the human aspect, which results in the result of employees gratification, thus enlightening the aptitude of the individual to accomplish work and as the result of this, the overall performance of the group improves (Shani, 2013). Quality of life is like a program that adds different procedures to make the workers satisfy and to increase the will of the employees to learn more and also give the ability to the worker to counteract with the changing environment (Mirkamali & Thane, 2011). Quality of life is access that comprises a variety of matters such as payments, and the nature of the time consumed by the employee in the working atmosphere (Pizam, 2010). (Timossi et al., 2008; Parvar et al., 2013) stated the eight dimensions of quality of life (QWL) and these were given below

### **Working Environment of the Organization**

The institute must give a harmless and fit environment to its employees so that they are not exposed to the bad environment that affects them both mentally and physically. Different kinds of unions such as trade unions, employees' unions play a great role in regards and with regularly talking with top-level management the better working environment is provided to employees.

### **Promotion Opportunities**

Promotion plays a key part in the lives of the worker employed in the administrations; there must be promotion policy for the employees employed in the organizations which will grow the excellence of employees working in the organization.

### **Training and development.**

Employee's ability and skills can be improved by giving those proper training & development programs and plans. Training and development programs will be helpful the employees to get more knowledge about the present job and will increase their ability and after training, they will be more satisfied and work very well and will be helpful for the organization (Khan et al., 2019).

### **Wages**

Employees receive the wages from the organizations that must be enough to fill full the needs of the individual and must be according to the work he performed. As many employees say that they are not getting enough wages for the work done by them so there must be a proper procedure for giving wages to the employees and there should be no injustice in that.

There is a strong association between working life and personal life in the institute. As we know that nowadays it is a competitive environment so we cannot separate personal life from work life. And the workers desire to maintain stability in their personal life and working life

### **Social Responsibility**

The main objective of the any institute is not to make revenue but also to serve humanity. So all the top management of the organization must take the responsibility of the society than the organization can be able to survive in society. Those organizations that do not take social responsibility are for a short period and cannot be successful.

### **Social Integration**

There are various things in the working environment of the organization that has a serious effect on the workers. It affects the working capacity of the workers and their admiration on the hand side. Another point of view is that the worker sense that they are fit to this organization or not is there any chances of promotions and zero tolerance of discrimination among the employees in the organization.

### **Commitment to the Ideologies of the Organization**

Workers employed in organizations must follow the rules and regulations to work. The worker should be honest with his work and on the other hand, the organization must be fear with the distribution of the rewards among employees, fairness in reward distribution is known as the obligation of the organization

### **Organizational Agility**

According to Park (2011), organization agility is the combined system based upon the effective and efficient use of resources available with the organization such as physical, technological and human resources to encounter the quickly changing requirements. The organization can encounter changes in customers' needs as quickly as possible (McCarthy et al., 2010). Organizational agility is a set of thoughts that pursue constant development in the institute and effective usage of physical and immaterial resources proficiently and efficiently (David, 2009). It is the procedure of concentrating on organization actions by giving attention to the specific market and specific product to get more advantages in organization contributions (Hill & Jones, 2009).

Sherehiy (2009) stated organization agility is a set of dimensions that search for to attain agility in the institute. It is the capability and skills of the organization to respond rapidly to the changes in the market needs and wants and makes quick responses to these variations in local and worldwide locations (Sherehiy, 2008). (Hitt et al., 2007) stated that it is the organization's policy and skill to use all the organization resources effectively and efficiently to achieve customer wishes at the right time. The organization can answer to opportunities and treats at the proper time (Overby et al., 2006). Organization agility is the aptitude of the organization to perform all the pre-determined tasks accurately. So we can say that organizational agility is the ability and skills of the organization to

respond to customer needs quickly and makes skills and techniques to fill full all the needs of the customer in the proper way by using all the resources effectively and efficiently (Kapltrick, 2003), (Tsourveloudis & Valavanis, 2002). Sherehiy (2008) organization agility means to speed up in fulfilling the requirements and needs of the markets, the manufacture of high-quality products, the skills and capability to perform and responds to environmental changes and to practice of advance technology and coordination and incorporation in between organizations units themselves and with other organizations. According to (Warr & Inceoglu, 2012; Markos & Sridevi, 2010; Park, 2011) there are three dimensions of organization agility decision making agility, sensing agility, and acting agility

### **Decision-making agility (DMA)**

The organization can gather records, summarize, analyze and statistics from different sources to check and identify different advantages and get opportunities and to reduce the impact of threats in the organizations and make policies to benefit them effectively (Park, 2011). The decision making agility contains series of steps and interrelated activates but one of the most important activities is to collect information from different sources, records the sources in right way, summarize the information and analyzing of these information in right way to identify the implementation of the activates and function of the organizations. According to (Houghton et al., 2004), decision making agility helps the institute to maximize the impact of opportunities and minimize the treats on the organizations.

### **Sensing agility (SA)**

It is ability and skills of the organizations to view and examine the different events and variations in the environment whether these events were associated with a new competitor, customers or the machinery used by the organizations (Park, 2011). The organization should have the ability to counter these variations in organizations at the right time. It is the skills of the organization to tactically check the ecological changes that have an impact on an organization's performance and policies. The main task is to gather information about environmental variations and analyze this information effectively and efficiently. Sensing agility is linked with decision making agility because one information is collected, then the decision should be made on this informations.

### **Acting agility (AA)**

According to (Eisenhardt & Martin, 2000) the organization can employ all its accessible resources very well in the proper way and restructure its operations in such a way that's its helps the organizations to meet the customers' requirements in a timely way. It consists of many events whose main goal is to restructure and rearrange the organization's resources and make changes with the

changes environments. It helps the organizations to identify the competitor in the marketplace and by making new products, as the organizations must know their competitor to survive in the market.

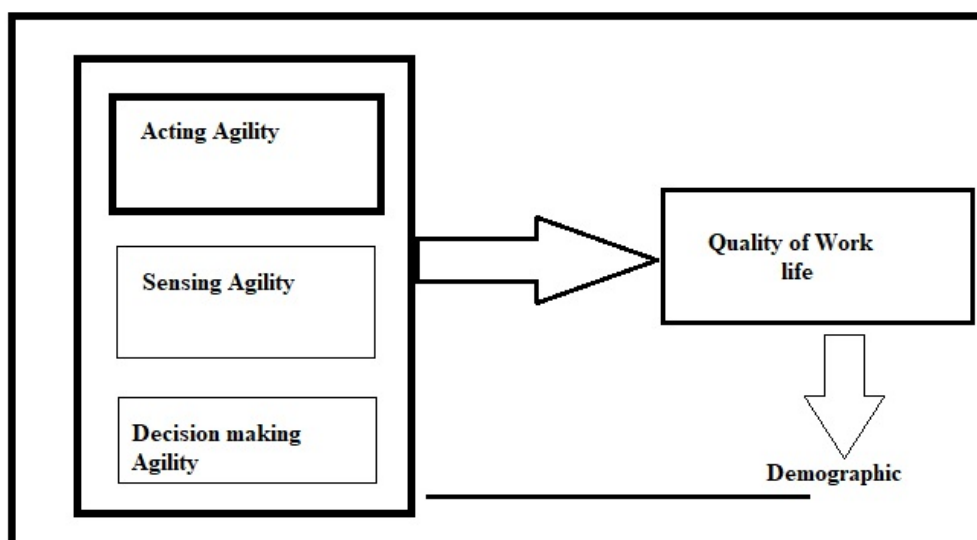
From the above study, we constructed the following framework for our study. In which the acting agility, sensing agility and decision making agility are independent variables, and quality of work-life (QWL) is a dependent variable. The framework for our study is given below.

From the above studies, we suppose the following hypothesis

H1; Sensing agility (SA) has a positive impact on QWL.

H2; Decision-making Agility (DMA) has a positive impact on QWL.

H3; Acting agility (AA) has a positive impact upon QWL.



From above studies researcher have developed the following model

$$QWL = \beta_0 + \beta_1 AA + \beta_2 SA + \beta_3 DMA + \mu$$

QWL is the dependent variable of the study while acting agility, sensing agility and decision making agility are the independent variables of the study.  $\mu$  is the error term while  $\beta_1, \beta_2$  and  $\beta_3$  is the coefficients of the independent variables.

### Data analysis

Data has been collected from different employees working in different small and medium enterprises (SMEs) in Punjab Pakistan. The number of employees who participated in this study is 285. The data

were analyzed through SPSS and STATA to analyze the effect upon independent variables upon the dependent variable (QWL). The questionnaire technique is used for data collection. The number of items for acting agility, decision making agility and sensing agility are six, five and five respectively while total number of items for quality of work life are ten. 5 point likert scale questionnaire is used from strongly disagree to strong agree. The total sample size were 285. To check the reliability of the questionnaire the Cronbach's Alpha is checked and the result showed that the Cronbach alpha is **.830** so it shows that our questionnaire is reliable.

### Frequency statistics

The frequency of different demographic variables is given below to know the nature of responses. The table is showing gender demographic responses. Out of 285, the male respondent is 177 and female responses are 107. So we can conclude that in the enterprise sector males are employed more as compare to females the table showed that locals based people are more as compare to non-locals so it concluded that more people are like to work at their birthplaces than working in far places. Out of 285 employees working in the SMEs sector, 95 employees are under master while 190 employees have an education equal to sixteen or more than sixteen years of education. This results concluded that small and medium enterprises sector gives a job to that candidate who has high qualification as compared to other sectors

Table 1 Frequency statistics

Total number of respondents 285				
Profile	Frequency	Percent	Valid Percent	Cumulative Percent
<b>Gender</b>				
male	177	62.1	62.1	62.1
female	108	37.9	37.9	100.0
<b>Education</b>				
under master	95	33.3	33.3	33.3
Master or over	190	66.7	66.7	100.0
<b>Domicile</b>				
local	157	55.1	55.1	55.1
non local	128	44.9	44.9	100.0

### Descriptive statistics



To recognize the nature of the data, the descriptive statistics are done which is given below table 2. The acting agility, decision agility and sensing agility are independent variables while the quality of work-life is a dependent variable. The table shows that mean value is highest for quality of work of life while the mean value is minimum for sensing agility. The standard deviation is maximum for acting agility which is .97620 while lowest for quality of work life. The total number of observation for all the variables are 285.

Table 2 Descriptive statistics of sample size

Variables	Acting agility	Decision agility	Sensing agility	Quality of work-life
Mean	3.37	3.22	2.62	4.01
Maximum	5.00	5.00	4.40	5.00
Minimum	100	1.00	1.40	2.80
Standard Dev	0.97	0.93	0.65	0.42
Observations	285	285	285	285

### Correlation

The correlation matrix is given below, showing how much variables are correlated with one another. The correlation between acting agility and decision agility is highest while the correlation between sensing agility and quality of work-life is lowest. The correlation between acting agility and sensing agility and QWL is .291\*\* and .242\*\* respectively. The correlation between decision agility and sensing agility, quality of work-life is 0.32 and 0.92, respectively. The correlation between the quality of work-life and independent variables such as acting agility, decision agility and sensing agility are .242\*\*, .092 .and .235\*\* respectively.

Table 3 Correlations results

Variables	AA	DA	SA	QWL
Acting agility (AA)	1			
Decision agility (DA)	.798**	1		

Sensing agility (SA)	.291**	.032**	1	
Quality of work life(QWL)	.242**	.092**	.235**	1

### Regression analysis

To examine the impact of an independent variable on the dependent variable, the multiple regression analysis is done. The regression table no 4 showing that all the independent variables have a significant impact on the dependent variable. The acting agility and sensing agility are a positive impact on QWL while decision agility has a significant impact on the quality of work life. All the independent variables are significant to the quality of work-life at less than 5 percent. The percent change in acting agility will affect the quality of work-life by 16 percent which sensing agility will influence the dependent variable by 8.9 percent which decision agility will influence the quality of work-life by 9.3 percent negatively. So management must take care while making any decision in the organization.

Table 4 Regression Analysis

Model	Unstandardized Coefficients		t-Value	Significant Value
	B	Standard Error		
Constant	3.540	.129	27.393	.000
AA	.160	.046	3.48	0.001
DA	-.093	.046	-2.03	0.043
SA	.089	.41	2.14	.033

### Assumption of ordinary least square

To examine the Multicollinearity of data, the variance inflation factor is calculated which is given below. The above showed the variance inflation factor for the variables. If the value of VIF is less than ten, than we can say that there is no multicollinearity, as the above table shows that the VIF for AA, DMA and SA is 3.42, 3.14 and 1.24 which is very less than 10. So we can say that there is no multicollinearity between variables.

Table 5 VIF

VARIABLES	VIF	1/VIF
Acting agility	3.42	0.292006
Decision agility (DA)	3.14	0.318747
Sensing agility (SA)	1.24	0.804556

Mean VIF	2.60
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### Discussion

This research offers a reasonable context of what are the main organizational agility factors that impact the QWL in SMEs in Pakistan. The main organizational factors that are taken in the study are sensing agility (SA), decision making agility (DMA) and acting agility (AA) as independent variables and quality of work-life (QWL) as a dependent variable. The scale developed to measure these variables in developed countries can be used in developing countries like Pakistan. The main aim of this research to examine the influence of AA, DMA, SA and QWL in SMEs of Pakistan. The above results showed that the data is reliable because the Cronbach alpha is greater than 0.70 so we can that our data matrix is fit for further analysis. The correlation matrix displayed that all the variables are positively correlated with each other and have a positive influence on one another. The correlation table presented that the correlation between decision agility and acting agility is highest while the correlation between QWL and sensing agility is lowest. Multiple regression showed that all the independent variables (acting agility, sensing agility, and decision making agility have a significant impact on the quality of work-life in the organization. The results reveal that there is a positive and significant connection between acting agility and QWL ( $\beta = .16$ ,  $p = 0.00$ ), so it supports our hypothesis. The results further reveal that acting agility has more influence on QWL in the institute as compared to decision making agility and sensing agility. The results reveal that there is a direct association between sensing agility and QWL ( $\beta = .08$ ,  $p = 0.03$ ), so it supports our hypothesis. While the results confirm that there is a negative and significant association between decision making and quality of work-life ( $\beta = -.09$ ,  $p = 0.04$ ) which oppose our hypothesis, variance inflation factor is conducted to check the multicollinearity among variables and results showed that VIF for the variables is less than 5 so we can say that there is no multicollinearity among the variables.

### Conclusion

This research was directed to examine the effect of organization agility on QWL in SMEs of Pakistan. The above result shows that there are more male workers as compared to the female which confirms the male supremacy in this sector. In this study results confirmed more employees have sixteen years of education showing that in these enterprises, more educated employees are employed. And it also

confirms that in recent years SMEs are providing more job opening to young youth all over the world. Frequency tables show that more local employees prefer to work at local SMEs as compared to far SMEs and results also reveal that more local employees as compare to non-local employees. Descriptive statistics show that the total sample size was 285. The table 2 shows that mean value is highest for quality of work of life while the mean value is minimum for sensing agility. The standard deviation is maximum for acting agility which is .97620 while lowest for quality of work life. From above table 3, we concluded that all the independent variables are significantly correlated to dependent variables. The correlation between decision agility and sensing agility is highest and lowest between the quality of work-life and sensing agility. Table 4 shows that there is positive and significant association between acting agility and QWL and manager role is important to improve the quality of work-life of employees in the organization Out of the three independent variables the acting agility is playing major role in quality of work-life because it will increase the output of employees and employees will feel satisfactory and will work even more work. The results reveal that decisions have a negative impact on employee's quality of work-life because sometimes, management makes a decision that was not accepted by the employees so It has a negative impact on employee's performance. So the enterprises want to get a unique position in the market; it must provide the best QWL to the employees and this can be achieved by providing different organization agility dimensions which will increase the output of the employees.

### **Limitation and Future study**

There are specific restrictions in this study. This research only investigates the small and medium enterprises of Punjab Pakistan which may limit the generalization of the outcome of this research. Data are collected from those who are present at the time of data collection so one raises the question that the respondent has got enough time to respond. Future studies can be conducted in other organizations to verify the outcomes and also comparative analysis between organizations can also be done.

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