



QUALITY OF ACADEMIC WORK LIFE ISSUES IN EDUCATIONAL INSTITUTION

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ABSTRACT

Quality of Work Life (QWL) is a relatively new concept which is defined as the overall quality of an individual's working life. QWL refers to the overall quality of an individual's life at workplace. Quality of life measured through compensation, healthy-environment, socio-psychological relationships among peers, recreational facilities provided by employer, personal attachment among stakeholders, participative decision making environment, collective decision making make joy quite joyful. Quality of work life (QWL) refers to the favorableness or unfavorableness of a job environment for the people working in an organization. The period of scientific management which focused solely on specialization and efficiency, has undergone a revolutionary change. The traditional management gave inadequate attention to human values. In the present scenario, needs and aspirations of the employees are changing. Employers are now redesigning jobs for better QWL.

In the modern scenario, QWL has become a buzzword of the modern time. The contribution of Maslow, Herzberg and McGregor in improving QWL cannot be undermined. The QWL has now come to be known as humanization of work. The basic idea of this concept is to treat employees as a human being. Almost all large scale concerns are trying to make the work environment more humane.

Key Words: Quality Of Work Life, Job Environment, Work Environment, Compensation, Employer, Efficiency.

INTRODUCTION

Quality of Working Life (QWL) describes a person's broader employment-related experience. Various authors and researchers have proposed models of quality of working life – also referred to as quality of work life – which include a wide range of factors, sometimes classified as "motivator factors" which if present can make the job experience a positive one, and "hygiene factors" which if lacking are more associated with dissatisfaction. A number of rating scales have been developed aiming to measure



overall quality of working life or certain aspects thereof. Some publications have drawn attention to the importance of QWL for both employees and employers, and also for national economic performance.

The QWL as “a process of joint decision making, collaboration and building mutual respect between management and employees”; it is concerned with increasing labor management co-operation to solve the problems, improving organizational performance and employee satisfaction.

Importance of QWL in the present scenario due to the following factors:

- increase in education level and consequently job aspirations of employees;
- Association of workers;
- Significance of human resource management;
- Widespread industrial unrest
- Growing of knowledge in human behavior, etc.

The concept of QWL is gaining increasing attention in the area of Human Resource Management. The QWL encompasses the sum of total healthy experience of individual’s experience in various facets of the work life or life at work.

The reaction of employees to work depends upon three factors:

- i) The personality traits and individual characteristics such as need pattern, tolerance for ambiguity, locus of control, work ethics, values, abilities and skills of the employees.
- ii) characteristics of the job, such as the amount of challenge it offers, the extent of autonomy one has in doing the job, the extent of skills used in performing the job, and the like.
- iii) Facilities offered by the organization at the work place such as reward systems and training facilities.

The Quality of Work Life (QWL) is very significant in the context of commitment to work, motivation and job performance. It is the degree of satisfaction the members of a work organization are able to provide to meet the needs through their experiences in the organization. Management expectations are strongly linked with the organizational quality of work life, and it is a means to facilitate the gratification of human needs and goal- achievement. Improvisation and change in QWL arise, when the existing quality of work life frustrates human efforts towards self-actualization and advancement.



NEED FOR THE STUDY:

The organizational ability directly depends on the employee satisfaction and quality of work life. Most of the employees feel boredom, dissatisfaction, frustration due to bad and unhealthy environment in workplace. Quality of work life helps to enhance productivity and stability of the workforce. Managers always seek solutions to reduce job dissatisfaction at all levels in the organization. It is the quality of relationship between employees and total working environment. Quality of work life includes compensation and rewards, job security, job specification, health and safety, motivation, work life balance etc. Thus it becomes a multi dimensional aspect.

SCOPE OF THE STUDY:

The scope of the study is restricted to only manufacturing concerns and educational institutions in and around Uttar Pradesh. The study is based purely on primary data. A sample of 500 taken for the analysis. The employees were stratified into a number of subpopulation or strata and sample items (employees) were selected from each stratum on the basis of simple random sampling.

OBJECTIVES OF THE STUDY

The basic objective of the study is to understand the impact of quality of work life on employee performance. The sub-objectives of the study are:

1. To know the association between organizational culture and quality of work life.
2. To analyze the factors affecting quality of work life.
3. To measure the job satisfaction levels with respect to quality of work life.
4. To suggest suitable measures to improve the quality of work life.

HYPOTHESES

The following are the testable hypotheses

H01: There is no association between Work environment and the Employee Performance

H02: There is no association between organizational culture and Employee-Employer relationship

H03: There is no association between Level of Job satisfaction and quality of work life

H04: There is no significant association between Compensation and Job Security.



METHODOLOGY OF THE STUDY

Methodology is a way to systematically solve the research problem. It tells how research is done scientifically.

RESEARCH DESIGN

Descriptive research used in the study that helps to describe various characteristics of both individual and an organization in the context of quality of work life. It is necessary to ensure the complete data and draw inferences.

SAMPLING TECHNIQUE

Simple random sampling method was used in the study. Since population was not of a homogenous group, Stratified technique was applied so as to obtain a representative sample.

SIZE OF THE SAMPLE

Sample size is 500 from specified population.

DATA COLLECTION METHOD

Both the Primary and Secondary data collection method were used in the study. The structured questionnaire with both open ended and closed ended questions used for the data collection.

TOOLS AND TECHNIQUES USED FOR THE ANALYSIS

1. Percentage analysis
2. Chi-Square test
3. Graphs and tables used for the study

LIMITATIONS OF THE STUDY

1. Time was the major constraint for the study
2. The study is restricted to educational institutions
3. The individual perspective appears to be different
4. Questionnaire is the major limitation for the study



REVIEW OF LITERATURE

- As per Jeyaratham.and Malarvizhi (2011), an increase in quality of work life results in increase in productivity and dissatisfaction might happen due to lack of recognition, tedious work, unhealthy peer relation, poor working condition, low self-esteem, occupational stress, heavy work load, monotony, fatigue, time pressures, job insecurity, instability of job etc..
- In the study of Shiney Chib (2012), Quality of Work life and organizational performance at work place of a private manufacturing unit, organization performance depends on QWL, Job satisfaction, wage policy, company policy and union participation.
- Bhubaneswar, Sugunya and Vishnu Priya (2013) , the findings of their study reveals that nature of job, salary, co-operation with colleagues, training and development, freedom to work, rewards & recognitions, social & cultural Programmes ,health, safety & welfare measure etc. depends on Quality of work life.
- According to Subburethina Bharathi, Umaselvi, and Senthil Kumar (2011), there is a significant association between quality of work life total and quality of life in teaching environment total.
- Amita Gupta and Priyanka Chaudhary (2012), the study reveals that the factor determining the dissatisfaction with the QWL in that organization were Lack of Income & fair Compensation, safe & healthy working conditions, opportunities to use & develop human capacity, opportunity for career growth etc
- Shalini Sheel Bhawna Khosla Sindhvani,Shashank Goel and Sunil Pathak (2012), together presented an article regarding Quality of work life, Employee performance and Career Growth Opportunities-
- Pallavi, Kulkarni (2013) discussed the role of training and development in different aspects and its relation with the employee's quality of work life. Based on the reviews it was concluded the training moulds the employee's attitude and helps them to achieve a better co-operation within the organization. Training and development program improve the quality of work life by creating an employee supportive workplace.
- In the words of Sipcot, perundurai, the research findings reveals the facts that motivational insight viz, promotion, insurance protection, training, awards recognition has been influencing factors of quality of work life. Quality of work life influence job security, good working condition, adequate and fair compensation and monetary rewards.



- Prethi Vijaimadhavan and. Venkataraman Raju (2013), the results shows that employee relationship is positively correlated to all the factors of quality of work life.
- From the above studies it is clear that the Quality of work life depends on various factors like job security, training, awards and recognition, safe and healthy work environment, salary, adequate and fair compensation etc. All the studies conclude that staff morale and job satisfaction leads to high Quality of work life essential for organization to continue to attract and retain employees.

FACTORS AFFECTING QUALITY OF WORK LIFE (QWL):

Quality of Work Life can be evaluated on the basis of following factors:

A) Fair Compensation And Job Security:

The economic interests of people drive them to work at a job and employee satisfaction depends at least partially, on the compensation offered. Job security is another factor that is of concern to employees. Permanent employment provides security to the employees and improves their QWL. Job satisfaction is the favorableness or unfavourableness with which employees view their work.

B) Health Is Wealth:

Organizations should realize that their true wealth lies in their employees and so providing a healthy work environment for employees should be their primary objective.

C) Provide Personal And Career Growth Opportunities:

An organization should provide employees with opportunities for personal/professional development and growth and to prepare them to accept responsibilities at higher levels.

D) Participative Management Style And Recognition:

Flat organizational structures help organizations facilitate employee participation. A participative management style improves the quality of work life.

E) Rewards Satisfaction and Performance:

A basic issue is whether satisfaction leads to better performance, or whether better performance leads to satisfaction.

F) Motivation:

Motivation is a complex subject. It involves the unique feelings, thoughts and past experiences of each of us as we share a variety of relationships within and outside organizations.

G) Work Life Balance:



The Work – Life balance must be maintained effectively to ensure that all employees are running at their peak potential and free from stress and strain.

Measures To Improve Quality Of Work Life (QWL): A) QWL through Employee Involvement (EI):

One of the most common methods used to create QWL is employee involvement. Employee involvement (EI) consists of a variety of systematic methods that empower employees to participate in the decisions that affect them and their relationship with the organization.

B) Quality Circles:

Quality circles are small groups of employees who meet regularly with their common leader to identify and solve work-related problems.

C) Socio-Technical Systems:

Another intervention to improve QWL is the use of socio-technical systems. Socio-technical systems are interventions in the work situation that restructure the work, the work groups, and the relationship between workers and the technologies they use to do their jobs.

D) Autonomous Work Group:

A more common, still rare, approach to employee involvement is the use of autonomous work groups. These are teams of workers, without a formal company-appointed leader, who decide among themselves most decisions traditionally handled by supervisors.

CHI-SQUARE ANALYSIS:

1. Work environment and employee performance:

H0: There is no association between Work environment and the Employee Performance

| Employee performance Work Environment | High | Moderate | Low | Total |
|--|------|----------|-----|-------|
| Healthy | 220 | 110 | 30 | 360 |
| Unhealthy | 60 | 30 | 50 | 140 |
| | 280 | 140 | 80 | 500 |

□□



| Observed(O) | Expected(E) | O-E | $(O-E)^2$ | $(O-E)^2 / E$ |
|-------------|-------------|-------|-----------|---------------|
| 220 | 201. | 18. | 338.56 | 1.67 |
| 110 | 100. | 9.2 | 84.6 | 0.83 |
| 30 | 57. | -27.6 | 761.76 | 13.2 |
| 60 | 78. | -18.4 | 338.56 | 4.31 |
| 30 | 39. | - | 84.6 | 2.15 |
| 50 | 22. | 27. | 761.76 | 34.0 |

82.18

Result:

Here, the calculated Chi-Square value 82.18 is greater than the critical value for 2 d.f. at 5% level of significance is 5.99. Hence, we reject the null hypothesis. We conclude that work environment and employee performance are dependent on each other. A healthy environment leads to improve the quality of work life.

2.Organizational Culture and Employee-Employer relationship

H0: There is no association between organizational culture and Employee-Employer relationship

| Organisation Culture \ Employee - Employer | Strongly agree | Agree | Disagree | Strongly disagree | Total |
|--|----------------|-------|----------|-------------------|-------|
| Satisfactory | 125 | 85 | 50 | 30 | 290 |
| Un satisfactory | 50 | 40 | 70 | 50 | 210 |
| Total | 175 | 125 | 120 | 80 | 500 |

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| Observed(O) | Expected(E) | O-E | (O-E) ² | (O-E) ² / E |
|-------------|-------------|-------|--------------------|---------------------------|
| 125 | 101.5 | 23.5 | 552.25 | 5.44 |
| 85 | 72.5 | 12.5 | 156.25 | 2.15 |
| 50 | 69.6 | -19.6 | 384.16 | 5.51 |
| 30 | 46.4 | -16.4 | 268.96 | 5.79 |
| 50 | 73.5 | 23.5 | 552.25 | 7.51 |
| 40 | 52.5 | -12.5 | 156.25 | 2.97 |
| 70 | 50.4 | 19.6 | 384.16 | 7.62 |
| 50 | 33.6 | -16.6 | 275.56 | 8.27 |

Result: 44.9

Here, the calculated Chi-Square value 44.9 is greater than the critical value for 3 d.f. at 5% level of significance is 7.82. Hence, we reject the null hypothesis. We conclude that organizational culture and employee- employer relationship are dependent on each other. The organizational culture influences the harmonious relationship bet ween employee-employee and also employee- employer. Maintaining healthy and cordial relationships at all levels helps to improve the performance levels of the employee.

Summary and Findings:

Quality of Work Life (QWL) is a relatively new concept which is defined as the overall quality of an individual's working life. QWL refers to the overall quality of an individual's life at workplace. Quality of life measured through compensation, healthy-environment, socio-psychological relationships among peers, recreational facilities provided by employer, personal attachment among stakeholders, participative decision making environment, collective decision making make joy quite joyful. In the current scenario many of upcoming employees not very-much interested in work life conditions in employment organization rather compensation, the trend continued even in public sector and government organizations also. At the same time apex controlling bodies of various organizations also made note of these points in their corporate governance aspects and felt QWL is one of the ethical aspect as Corporate Governance (CG).

Many of the top level employees out of their own interest they are visiting all places possible to understand the problems faced by the employees of the organization at various work locations including



shop-floor, canteens, recreational aspects, administrative procedures, promotional policies, compensation aspects, fringe benefits and other social security issues and family welfare schemes aimed to retention of employees to further build loyalty and morale. The role empathy of top-level executives is highly appreciable. There are many noteworthy points came to notice of the researcher during their personal interviews with various levels of employees both at work place and also at other places. Some of them may not be fair to discuss in the paper which will qualify the organization but which can be put forth before management to address. Some of them are mainly related to women employees regarding their amenities.

General Findings;

- It is found that 60% of respondents are less than one year and they personally felt that the time of their stay in the organization is not sufficient enough to comment on culture and quality aspects of the organization is highly appreciable that itself indicate the culture of people who associated in large share in the organization and evident for our study.
- For a question against an influence on the work environment on the performance major portion of respondents it is highly influencing and the ambience is quite good and proactive for organizational development and culture and a lion share of respondents accepted the fact that organizational procedures are quite Motivating and expressed their satisfaction towards the organization culture and quality. Think satisfaction think our organization service is our motto welfare is our mission wellbeing is our vision.
- For another question regarding cooperation and coordination between and among various levels of incumbents all the heads at gang-plank said the existing structure is highly desirable and allow smooth flow of instructions at all levels of the organization. It also support harmonious relations between and among employees and management; which resulted a very good relationship among all stakeholders and promoters of the organization.
- For some questions on authority and responsibility between superior-subordinates in upward direction of the pyramid, it revealed that seniors are sometimes found to be rude to complete assigned tasks and targets is still should not be viewed in negative manner and should be a desirable attribute with authoritarians because it leads to survival of organization itself and helps to build balanced score among all heads of the departments.



- Another point was identified among peers some sort of squealing is also there but not affecting badly the performance of individuals in the organization. Further employees are in the opinion that such squealing really help as long as it is in positive manner and help the individual to rectify their faults in organizational context.
- Some employees in the organization are in the opinion that they are overloaded in the organization and working beyond clock time and some time even they are worrying about targets at home also very urging and emerge to address immediately through counseling to respective employees and instruct them towards work life balancing. At the same time revealed their dissatisfaction about senior employees as they are not finding time to share their intelligence and guide them properly towards work. Some measures are being expected by them in this regard. This in turn will increase effectiveness and efficiency of employees.
- Few things like administrative and financial autonomy also asked but organizational manual does not permit for financial and administrative freedom at lower level is too pinching to them and they questioned back what kind of participation is there to us in budget formulations. However budgeting is a higher level decision and it should be in top-down approach but all estimations for budgets are formulated from bottom- up model only.
- Many respondents expressed that their compensation and is fair and job is secured in all respects and they are not insecure in position.
- All the employees more or less are the members in various welfare and administrative committees and they felt they have reasonable opportunity to associate in decision making.

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