

Quality of Work Life in Educational Institutions: A Review

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Abstract

Quality of Work Life Is defined as the extent to which an employee is satisfied with personal and working needs though participating in the workplace while achieving the goals of the organization. It has been observed that Quality of Work Life (QWL) influences the commitment and productivity of the employees. In the fast moving world, teachers play very significant role as they produce manpower for industry, develop entrepreneurs and motivate young minds. Therefore it becomes necessary to take care of higher order needs of the teaching faculty. The objective of this paper is to review the literature on QWL of the faculty of educational institutions and find various dimensions of Quality of Work Life.

Key Words: Quality of Work Life, educational Institutions, educational employees

Introduction

QWL is an umbrella which covers all the aspects of work life of employees. QWL is a sense of betterment and happiness at work and the extent to which employees can enhance their personal lives through their work environment and experiences. QWL is the sum total of physical, psychological and economic factors which affect the job. The basic outcome of QWL is happy, satisfied and productive workers who have a sense of success. It deals with stagnating productivity and provides more humanized work environment. The main objectives of QWL are to improve the standard of living, create positive attitude, and enhance productivity and commitment. QWL is very complex as it relates to more of subjective and intangible aspects.

Quality of Work Life is the most significant and efficient tools of Human Resource Management. It is a conscious effort of improving working conditions, work content and its safety, security, wages and benefits etc. It aims at improving employee's satisfaction and enhancing organisational effectiveness. Quality of work life is concerned not only to improve life at work but also life outside work. The people get a sense of satisfaction in their work through quality of work life. Work then becomes a means by which the abilities of a person can find expression. Quality of work life is humanizing the work. QWL programmers encourage employees make a balance between professional, personal and social life and ultimately encourage job satisfaction. QWL has dual role: it helps in increasing employees' efficiency as well as improving organisational productivity.

Educational Institutions are the pillars of any country or society. These intuitions play a significant role in grooming the young brains of a nation whose energy if channelized properly can be the strength of a nation. The faculty members who are directly and majorly involved in the making of good educational institutions are the Human capital Resource. The success of any organisation depends on the sincerity and willingness of the human resource. If they lack opportunities for career development, healthy working conditions, fair and

adequate remuneration, participation in decision making, conflict between management and peers and work life balance then they will feel lack of job satisfaction which in turn reduce their contribution to the organisation. Therefore it is necessary to keep these dimensions...to attract and retain good faculty.

Educational institutions produce doctors, teachers, entrepreneurs, researchers, lawyers and above all good citizens for a country. This makes them supplier of manpower for other industries. It becomes challenging for the higher educational Institutions to produce good quality of manpower. With the changing time, teaching in modern time demands support of technology and other teaching aids. In the age of globalization teaching has to be innovative.

Objective of the Study

The study aims at identifying various determinants of QWL of teaching faculty in Educational Institutions.

Significance of the Study

As suggested by Peter F Drucker, "We live in turbulent time, not because there is so much change, but because it moves on in so many directions. In this situation a good teacher must be able to recognize and run with opportunity to learn and constantly refresh the knowledge base. Thus in a given environment and performance, a teacher's satisfaction is related to her ability to be 'on the run' "

A teacher holds a prominent position in teaching- learning process of today's world. Highly qualified and skilled teaching faculty creates competitive advantage for the institution. In the age of competition, the teaching job has become more and more demanding and challenging and this is resulting into lot of stress on teachers. High work pressure leads to imbalance between work and personal life. There are many more factors also which make it imperative to study the quality of work life of teachers.

Review of Literature

Lau R.S.M., May Bruce E (1998) in their article "A Win Paradigm for QWL and Business Performance" has studied how the perceived image of a company's QWL will affect its market and financial performance. They studied the growth and profitability of two groups of publicly held companies. A comparison on the basis of labor growth, asset growth, and return on equity and interest on asset was done.

David Lewis et al. (2001), made a study to know the intrinsic, extrinsic or prior traits in QWL in healthcare. He found that pay, supervisor style, commitment and discretion are important in determining the QWL. Questionnaire method was used to collect the data and regression method and factor analysis was used to analyses the data. He also found that male employees had higher level of QWL as compared to female employees.

Johnsrud, Linda (2006), in his work Quality of Work Life: University of Hawaii, tried to find out various factors/ variables of QWL that kept changing from 1998 to 2006. He found that salary was the main variable for satisfaction from 1998 to 2006. Faculty relationships, services and place of stay have great influence on the QWL of faculty.

Hamid Rahimi et al. (2007) in their study on Quality of work life of faculty in Public University concluded that age, gender, department and location have no significant difference in the QWL of faculty members.

Saad H.S., Samah A.J.A. and Juhdi N (2008) have done research on the perception of quality of work life of the employees of Razak University, Malaysia. The researchers worked with the objective to study whether the environment of the university has any impact on the perception of employees' job satisfaction. They also had an objective to find various sources of stress among university employees and to find employee's satisfaction with regard to various job related aspects. Ten variables of QWL were considered e.g. work family interference, quality of relationship, meaningfulness, pessimism about organisational change, self-competence, self-determination, access to resources, time control and support. A sample of 251 employees was taken. Questionnaire method was used for data collection. Correlation and multiple linear regression techniques were used.

Jyoti Jeevan (2010), in her paper on QWL in Higher Educational Institutions in North India has explored different factors of QWL influencing Job Satisfaction and studied the nature of influence exerted by QWL, Job Satisfaction and Job Commitment on intention to leave. She has used census approach for data collection from university teachers. She used univariate and multivariate statistical methods for data analysis and interpretations. The reliability was checked through split-half and Cronbach's alpha and validity of the scale has been proved by application of exploratory and confirmatory factor analysis. The results revealed that QWL is not very high in the selected North Indian universities. QWL is positively related with job satisfaction and job commitment but inversely related with intention to leave. Path Analysis has been used to find out the direct and indirect effects of QWL, job satisfaction and job commitment on intention to leave.

Hamidi Farideh and Mohamadi Bahram (2012), in their research paper on teacher's QWL in secondary schools had an objective to compare the rate of QWL among technical and theoretical high school teachers in Iran. They selected 410 high school teachers by cluster sampling. Eight dimensions of QWL, fair pay, rule centeredness, providing continuous growth opportunities, social dependence, working life, development of individuals capabilities, safety and health working environment, integration and social cohesion and environment. The study found that QWL among technical and theoretical high school teachers was average.

Emadzaden, Khorasani et al (2012) assessed QWL of primary school teachers in Isfahan city. The objective of their study was to find the difference in the perception of QWL between men and women teachers, single and married teachers, high and low educational level teachers and views of teachers with different experience level on eight indicators of QWL. 120 primary school teachers were studied. They concluded in the study that female teachers have higher QWL than male teachers. However there is no difference between single and married teachers' perception about QWL and found same views of high and low educational levels teachers on QWL. Even different experience level teachers had same quality of work life.

Letooane (2013), in his study on the Factors Impacting on QWL: A case study of University A, studied 160 academic and non-academic employees with the help of given structured questionnaire. He concluded that higher educational institutions face a serious challenge of

retaining adequately qualified and competent staff. Besides, there was a feeling of job insecurity and employees also felt that they were not involved in decision making which affect them in the area of their work. Further, employees were not given freedom to decide how to do their work.

Aarif Seema and Ilyas Maryam (2013) in QWL Model for teachers of private Universities of Pakistan explored various dimensions of QWL as it affects the life and attitude at work of teachers of private universities in Lahore, Pakistan. They tried to find the Linkage between QWL with academic staff's needs for satisfaction and if the needs are of higher level or lower level. The spill-over effect of QWL was also explored. 360 teachers from private universities in Lahore were surveyed to know their perception of QWL and its impact on employees commitment, engagement, job involvement and reputation. It was found that work climate, work life balance and satisfaction with relationships in life were the major factors which shaped work attitudes and employee perception of overall *quality* of work life.

Pandey Archana and Jha B.K. (2014) in the article Review and Redefine: Quality of Work Life for Higher Education had the objective to review and redefine the QWL construct for the higher education, to present perception of employees in higher educational institutions towards QWL and to know the present scenario of QWL in higher educational institutions. They used desk research method to review and redefine literature on QWL in higher education employees. They used the secondary data from books, journals and various published reports. They concluded that QWL factors are essential for promoting a strong work culture which will lead to job satisfaction to employees and growth to an institution. They suggested that environment that helps employees to set own targets for excellence should be created. Collaboration between industry and institutions should be there to understand new requirement of industry. Training programmes should be conducted for teachers. Teacher exchange programmes should be undertaken at international level.

Yadav Radha and Khanna Ashu (2014) in their paper ' Literature Review on Quality of Work Life and their Dimensions' have suggested that QWL is important for employees as well as it is necessary for the organisation to achieve the growth and profitability in market. QWL firms achieved more profitability than other non QWL firms.

Jain Bindu and Swami Yashika (2014) in their article on QWL with special reference to academic sector focused upon major issues regarding QWL in academic sector. These issues are unsatisfactory: avenues for growth and development, promotional aspects are not Satisfactory, teacher's participation in decision making is below satisfaction, Job security is there but job satisfaction is lacking. The researcher concluded with low level of QWL in Indian academic sector and a planned change in working environment is required to improve QWL. Training, redesign of work, workshops for knowledge enhancement and personal growth, valuable participation in decision making, modification in promotional schemes etc. are some of the ways through which QWL can be improved.

Celladurai and Raman (2016) studied Quality of Work Life in Higher Education Institutions in Coimbatore District by taking a sample of 500 teachers from 46 Art and Science colleges of Coimbatore District. The objective was to analyses the factors that

determine the Quality of Work Life and examine its variation among faculty members in higher educational institutions and to find the perception of faculty members towards various dimensions of QWL. Simple Percentage Analysis, weighted Average Score Analysis, ANOVA, t-test, inter-correlation matrix and path analysis were used to interpret the data. They found that QWL and Job Satisfaction cannot be separated and it is the responsibility of the institution to increase the satisfaction level of faculty members to reduce the attrition rate prevailing in Higher Education Institutions.

B Kumar Sathish and Prakash Ashwin (2016) researched to study on work life balance among self-financed engineering college teachers to identify various practices adopted by the institutions to enable teachers to balance between professional and personal life. They used convenience sampling method by selecting 125 respondents. Structured questionnaire was used and Chi-Square test was applied. Found that most of teachers were working with a sense of missing life and institutions have not taken any steps to overcome them. This definitely has negative impact on their performance. They suggested to flexible timing to be the teachers to resolve the problem.

Conclusion

After Literature Review on QWL in educational institutions, it becomes clear that without quality of work life educational institutions cannot get efficient and effective contribution from the faculty. Therefore to look into QWL is very important. Various determinants of QWL are job satisfaction, prospect for development, and challenge at work, sense of success and dignity and respect.

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