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QUALITY OF WORKLIFE OF EMPLOYEES IN PRIVATE TECHNICAL INSTITUTIONS

Article info:
Received 3 May 2013
Accepted 19 August 2013

UDC – 638.124.8

Abstract: A high quality of worklife (QWL) is essential for all organizations to continue to attract and retain employee. There is an impressive contribution by technical Institutions to the development of technology and economy of our nation. The study helps the technical institution employees to know the level of perception towards QWL and to enhance the same by the management. The sample consists of 109 employees of a technical institution. The questionnaire was designed based on nine important components of QWL. The research reveals that male employees are more satisfied than female employees. Chi Square test show that there are no significance relationship between demographic characteristics of employees and QWL. Research also reveals that Adequacy of Resources are more correlated and Training & Development are less correlated with QWL in teaching staffs and in case of non teaching staffs Compensation & Rewards are more correlated and Work Environment are less correlated with QWL. The correlation analysis also reveals that all the dimensions of QWL are positively correlated with QWL of faculties, which indicates that enhancement in the dimensions of QWL can lead to increase the overall QWL of faculties.

Keywords: Demographical factors, Private engineering Colleges, Quality of worklife, Teaching staffs

1. Introduction

Quality of worklife is the quality of relationship between employees and the total working environment, with human dimensions, technical and economic consideration (Chelte, 1983). QWL is necessary for this competitive environment for maintaining qualified and skilled employees. High QWL would help to fulfil employees needs, thereby fulfil the organizational goals effectively and

efficiently. Quality of work life is a dynamic multi dimensional construct that includes concepts such as job security, reward systems, training and career advancements opportunities and participation in decision making (Saraji and Dargahi, 2006).

Reyan (1995) believes that most studies done on the quality of work in 60s focused on psychology of individuals and their perception of the industrial environment.

Huzzard (2003) also points out that the concept of quality of work life "in 80s was a general term to include a set of conditions in different fields such as organization, work environment, and partnership. Quality of worklife was an equivalent to concepts such

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as “humanization of work” in Germany, “improvement working conditions” in France, or “protection workers” in some Eastern Europe countries. These differences imply different views to aspects of quality of working life. In other words, in the 80s, the concept of quality of working life detached psychology and approached a social approach; which was a technical perspective of organization and team. Moreover, the concept of quality of work life is related to the social-technical systems in job enrichment which is associated with employees’ participation and responsibilities in its own place (Hamidi and Mohamadi, 2012).

Technical education plays an important role to becoming a competitive player in the global knowledge economy. To improve the quality of education in these sectors, skilled, knowledgeable, experience faculty is very important resource. Because of the influence of present socio economical factors retention rate of faculties day by day reducing. In order to maintain this resource QWL interventions are more important.

To reduce attrition rate and to maintain skilled and talented teaching faculties in this

competitive environment is the big problem. From the different researchers study it is identified that QWL is directly effect on the organization performance. The present study is an attempt to identify the perception of employees towards QWL in a technical institution. This study helps the college teachers to know the level of perception towards QWL and to enhance the same by the educational administrators.

2. Literature review

2.1 Quality of worklife (QWL)

Before resuming with objectives the researcher has gone through past studies on the topic and present as Review of Literature. A number of researchers and theories have been paying attention in the QWL concept and have tried to identify the different kinds of dimensions that determine the QWL (Mirvis and Lawler, 1984; Che Rose, 2006; Saraji and Dargahi, 2006; Rethinam and Maimunah, 2008; Stephen, 2012).

Table 1. Components of QWL In the view of different researchers

Author	Component
Walton (1975) USA	1 Adequate And Fair Compensation, 2 Safe And Healthy Working Conditions, 3 Immediate Opportunity To Use And Develop Human Capacities, 4 Opportunity For Continued Growth And Security, 5 Social Integration In The Work Organization, 6 Constitutionalism In The Work Organization, 7 Work And Total Life Space And 8 Social Relevance Of Work Life.
Saklani (1979) India	1 Adequate and fair compensation 2 Fringe benefits and welfare measures 3 Job security 4 Physical work environment 5 Work load and job stress 6 Opportunity to use and develop human capacity 7 Opportunity for continued growth 8 Human relations and social aspect of work life 9 Participation in decision making 10 Reward and penalty system 11 Equity, justice and grievance handling

	12 Work and total life space 13 Image of organization
Levine <i>et al.</i> (1984) Europe	1 Respect from supervisor and trust on employee's capability; 2 Change of work; 3 Challenge of the work; 4 Future development opportunity arising from the current work; 5 Self esteem; 6 Scope of impacted work and life beyond work itself; 7 Contribution towards society from the work
Mirvis and Lawler (1984) UK	1 Safe work environment, 2 Equitable wages, 3 Equal employment opportunities and 4 Opportunities for advancement
Baba and Jamal (1991) UK	1 Job satisfaction, 2 Job involvement, 3 Work role ambiguity, 4 Work role conflict, 5 Work role overload, 6 Job stress, 7 Organizational commitment and 8 Turn-over intentions
Lau and Bruce (1998) US	1 Job security 2 Reward systems 3 Training 4 Career advancements opportunities 5 Participation in decision in decision making
Thomas and Wah (2001) Singaporean	1 Favorable work environment, 2 Personal growth and autonomy 3 Nature of job, 4 Stimulating opportunities and co-workers.
Ellis and Pompili (2002) Canberra	1 Poor working environments, 2 Resident aggression, 3 Workload, inability to deliver quality of care preferred, 4 Balance of work and family, 5 Shift work, 6 Lack of involvement in decision making, 7 Professional isolation, 8 Lack of recognition, 9 Poor relationships with supervisor/peers, 10 Role conflict, 11 Lack of opportunity to learn new skills.
Che Rose (2006) Malaysia	1 Career satisfaction 2 Career achievement 3 Career balance
Saraji and Dargahi (2006) Tehran	1 Fair Pay and Autonomy 2 Job security, 3 Reward systems, 4 Training and career advancements 5 Opportunities, 6 Participation in decision making 7 Interesting and satisfying work. 8 Trust in senior management. 9 Recognition of efforts 10 Health and safety standards at work.

	<ul style="list-style-type: none"> 11 Balance between the time spent at work and the time spent with family and friends 12 Amount of work to be done 13 Level of stress experienced at work 14 Occupational health and safety at work
Rethinam and Maimunah (2008) Malaysia	<ul style="list-style-type: none"> 1 Health and well-being 2 Job security 3 Job satisfaction, 4 Competence development and 5 The balance between work non work life
Hosseini (2010)	<ul style="list-style-type: none"> 1 Adequate And Fair Compensation, 2 Safe And Healthy Working Conditions, 3 Immediate Opportunity To Use And Develop Human Capacities, 4 Opportunity For Continued Growth And Security, 5 Social Integration In The Work Organization, 6 Constitutionalism In The Work Organization, 7 Work And Total Life Space And 8 Social Relevance Of Work Life.
Mufah & Lafi (2011)	<ul style="list-style-type: none"> 1 Physical, 2 Psychological 3 Social factors
Stephen (2012). India	<ul style="list-style-type: none"> 1 Adequate and fair compensation 4 Fringe benefits and welfare measures 5 Job security 6 Physical work environment 7 Work load and job stress 8 Opportunity to use and develop human capacity 9 Opportunity for continued growth 10 Human relations and social aspect of work life 11 Participation in decision making 12 Reward and penalty system 13 Equity, justice and grievance handling 14 Work and total life space 15 Image of organization

This table presents a summary of a number of previous studies indicating the various dimensions deemed to be of significance for QWL of employees.

Ayesha Tabassum used Walton’s proposed eight components of quality of worklife to measure the relationship between the components of QWL and job satisfaction in faculty members of private universities in Bangladesh, the study revealed that all the components are positively associated with the job satisfaction of faculty (Tabassum, 2012). A study conducted by the (Mukherjee, 2010) for a clerical employees working in a university reveal that Quality of Work life significantly contributes toward satisfaction or dissatisfaction (Mukherjee, 2010). Meaningfulness of job, optimism on organizational change and autonomy are

significantly related to Job Satisfaction of employees in a Private Higher Learning Institution (Saad *et al.*, 2008). The study conducted in Tiruchirappalli city limit colleges reveals that their is a significant association between quality of worklife of teachers and working environment of teachers. A study by (Tasmin, 2006) claimed that women teachers’ job satisfaction is influenced by their work environment, interpersonal relation and supervision of the head teacher, whereas men teachers’ job satisfaction is influenced by salary and job security.

The literature reveal the factors that contribute to QWL, dimensions of QWL and the employees' perception of QWL within their organization. However there is no study on QWL at technical institutions considering nine important components of QWL like Work environment, Organization culture and climate, Relation and co-operation, Training and development, Compensation and Rewards, Facilities, Job satisfaction and Job security, Autonomy of work, Adequacy of resources. This research has made an effort to fill the research gap with the help of proposed research model.

2.2 Dimensions of QWL

For the current research, based on the literature review and brainstorming with academicians nine important components were identified. They are Work environment, Organization culture and climate, Relation and co-operation, Training and development, Compensation and Rewards, Facilities, Job satisfaction and Job security, Autonomy of work, Adequacy of resources.

2.2.1 Work Environment

Work environment is a place in which one works. It is a social and professional environment in which employees are supposed to interact with a number of people, and have to work in co ordination with one another. QWL for academicians is an attitudinal response to the prevailing work environment and posited five work environment domains that include role stress, job characteristics, supervisory, structural and sect oral characteristics to directly and indirectly shape academicians experiences, attitudes and behaviour (Winter *et al.*, 2000).

2.2.2 Organization Culture and Climate

Organization culture is a set of properties and organization climate is a collective behaviour of people that are part of an

organization values, vision, norms etc. Organizational features such as policies and procedures, leadership style, operations, and general contextual factors of setting, all have a profound effect on how staff views the quality of work life (Cavry *et al.*, 1995).

2.2.3 Relation and Co-Operation

Relation and co operation is a communication between management and employees, concerning workplace decision, conflicts and problem resolving. QWL is associated with career development and career is evolving from such interaction of individuals within the organizations (Che Rose *et al.*, 2006).

2.2.4 Training and Development

Training and development is a organizational activity aimed at bettering the performance of individual and groups. QWL enables the employees at each hierarchy to actively participate in building the organization environment by developing an organizational model to produce the organizational achievements. This process is based on two goals 1) To improve organizational efficiency and 2) To improve the quality of working life (Skrovan, 1983).

2.2.5 Compensation and Rewards

Compensation and rewards are motivational factors, the best performer is given the rewards, and this builds competition among the employees to work hard and achieve both organizational and individual goals. Quality of working life is associated with satisfaction with wages, working hours and working conditions, describing the "basic elements of a good quality of work life" as; safe work environment, equitable wages, equal employment opportunities and opportunities for advancement (Mirvis and Lawler, 1984).

2.2.6 Facilities

Facilities like food service, transportation, security etc, play major role in actualization of the goals and objectives by satisfying both the physical and emotional needs of the employees. Many employers have found it beneficial to allow alternate work arrangements for their employees. This is one way to improve employee productivity and morale. The advantages of these alternate work arrangements extended to the employee include flexible work hours, shorter or no commute, and a comfortable working environment.

2.2.7 Job Satisfaction & Job security

Job satisfaction is the favourableness or unfavourableness with which employees view their work. Like motivation, it is affected by the environment. Different aspects of the job, such as pay, promotions, supervision, fringe benefits, one's co-workers support, and excessive working hours are associated with levels of satisfaction (Watson *et al*, 2003).

Job security is another factor that is of concern to employees. Permanent employment provides security to the employees and improves their QWL. Employees that have secured jobs and pay would feel comfortable at the work place and this affects their quality of life (Drobic and Prag, 2010).

2.2.8 Autonomy of Work

In autonomous work groups, employees are given the freedom of decision making, workers themselves plan, coordinate and control work related activities. If the organization provides the appropriate authority to design work activities to the individual employees, then it is highly possible that the work activities can match their employee's needs that contribute to the organizational performance (Rethinam, 2008).

2.2.9 Adequacy of Resources

Resources should match with stated objectives otherwise, employees will not be able to attain the end result. This results in employee dissatisfaction and lower QWL. Adequacy of resources has to do with availability of sufficient time and equipment, adequate information and help to complete assignments (Chelte, 1983).

Literatures reviewed have shown that QWL is a multidimensional construct, these constructs have to be considered during the job design process. The literature would also reveal the contribution of the nine important components of QWL which are associated with the employee satisfaction and employees' opinion on QWL in different sectors. In the view of the review of literature, in Indian context there is limited literature and studies on QWL especially in the technical institution. Indian technical institutions facing a high attrition rate problem, to find out the root cause, a study may be undertaken by considering the important nine components.

3. Objectives of the study

Technical institutions in India are currently facing the challenges of increased competitions. In such an environment, labour retention is a very important factor for competition and survival. In this context, appropriate Quality of Work Life is one of the important factors for survival. This study aims at exploring the perception of employees towards quality of work life in technical institutions.

4. Methodology

This study attempts to explain the various characteristics related to QWL, QWL in a teaching environment and to find out the association between the selected variables and dimensions of QWL. In this study the researcher has selected the employees of a technical institution both teaching and non-teaching staffs to find out QWL. The

universe of the study includes 250 employees. The researcher used random sampling method to select a sample of 109 respondents. The research methodology will make use of quantitative approach to identify the perception of employees towards quality of work life. The instrument used was a set of questionnaire with 5 point Liker scale. All in all there are 50 items in each set of the questionnaire. Reliability test revealed that these questions are reliable with cronbach alpha of 0.76. The questionnaire focuses on 8 dimensions as follows: Work environment, Organization culture and climate, Relation and co-operation, Training and development, Compensation and Rewards, Facilities, Job satisfaction and Job security, Autonomy of work, Adequacy of resources.

The first part of the questionnaire deals with the demographical characteristics and the second part deals with various dimensions of quality of work life and quality of work life in teaching environment.

The collected data were analyzed by using SPSS and various statistical tests were applied based on hypotheses and matching variables (Chi-square Test, correlation analysis).

5. Data analysis and interpretation

5.1 Quality of worklife of employees

The weights for the respondent's choices are summed across all statements. The resulting total score may be interpreted normatively, with reference to some comparison group, or

Table 3. Comparison of Quality of work life of Male and Female employees

Perception	No Of Male Employees	%	No Of Female Employees	%
Satisfied	37	55.2	16	38.0
Unsatisfied	30	44.8	26	62.0

From the above table it is inferred that male employees are more satisfied than the female

absolutely, with reference to theoretically or empirically chosen cut-off scores, (Likert, 1932). In this research overall mean (3.7) is considered as a cut off score. Above the overall mean is considered as satisfied and below the overall mean is considered as dissatisfied.

Table 2. Quality of worklife of employees

Groups	No Of Employees	%
Satisfied	53	48.6
Unsatisfied	56	51.4

Among the 109 surveyed employees 48.6% are satisfied and 51.4% of employees are not satisfied with the present quality of worklife in technical education institution.

5.2 Comparison of Quality of work life of Male and Female employees

In table 3 it is inferred that male employees are more satisfied than the female employees with the present quality of worklife in technical education institution.

employees with the present quality of worklife in technical education institution.

5.3 QWL of Teaching and Non teaching staffs

Employees are grouped into teaching and non teaching staffs based on the education qualification and designation.

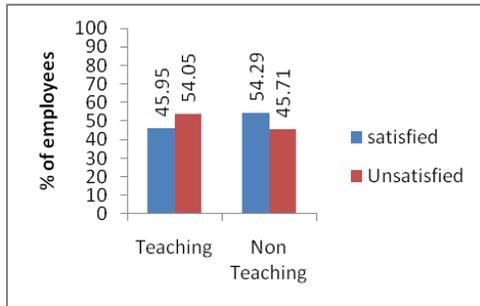


Figure 1. QWL of Teaching and Non teaching staffs

From the study it is identified that the non teaching staffs are more satisfied than the teaching staffs with the present quality of worklife in technical institution.

5.4 Demographical Factors and Quality of worklife

The employees are classified based on their perception towards the quality of worklife with respect to the demographical characteristics are presented in the table below. Also presented the values of Chi Square and their significance levels for testing the association between Quality of worklife and demographic characteristics.

Table 4. Demographical factors and Quality of worklife

Sl No	Demographical Factor	χ^2_{Tab} value	χ^2 Calculated value	Significance Level
1	Gender	3.84	3.03	NS
2	Designation	9.48	4.24	NS
3	Salary	12.59	9.87	NS
4	Departments	15.5	10.55	NS
5	Experience	9.48	7.49	NS

Demographical factors like gender, designation, salary, department, experience are independent of quality of worklife of employees.

5.5 QWL of Teaching and non teaching Staffs:

To find out the association of QWL of teaching and non teaching staffs F test was conducted, it indicates that there is a significant difference between teaching and non teaching staffs in a technical institution.

H_0 : There is No significant association between the QWL of Teaching and Non teaching

H_1 : There is significant association between the QWL of Teaching and Non teaching

Table 5. F-Test Two-Sample for Variances

F-Test Two-Sample for Variances		
	Non teaching	Teaching
Mean	3.73485714	3.70081081
Variance	0.182925115	0.2718132
Observations	50	50
df	49	49
F	0.672980845	
P(F<=f) one-tail	0.084622034	
F Critical one-tail	0.622165467	

Critical value is less than the calculated value therefore Reject the null hypothesis ie there is a significant association between QWL of Teaching and Non teaching staffs.

5.6 Correlation between QWL and components of QWL of Teaching and non teaching staffs

Correlation analysis was conducted using SPSS software individually for Teaching and non teaching staffs, correlation coefficient of Quality of worklife and dimensions of QWL are given in the table 6.

Table 6. Correlation between QWL and components of QWL of Teaching and non teaching staffs

	Teaching staffs	Non teaching staffs
Work Environment	0.810777	0.551797
Organization Culture	0.781562	0.600994
Relation & Co operation	0.816077	0.806382
Training & Development	0.710894	0.765871
Compensation & Rewards	0.788787	0.863403
Facilities	0.739057	0.849237
Job satisfaction & Job security	0.826121	0.813386
Autonomy of work	0.733268	0.614893
Adequacy of Resources	0.836319	0.830807

From the correlation analysis it is identified that the Adequacy of Resources ($r=0.83$) are more correlated and Training & Development ($r=0.71$) are less correlated with teaching staffs perception towards

quality of worklife and in case of non teaching staffs Compensation & Rewards ($r=0.86$) are more correlated and Work Environment ($r=0.55$) are less correlated with QWL.

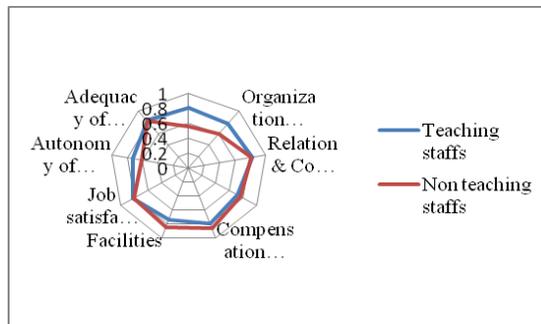


Figure 2. Correlation between QWL and components of QWL of Teaching and non teaching staffs

6. CONCLUSION

Male employees are more satisfied than female employees the chi square test confirms that all the demographical factors like gender, designation, salary, department, experience are independent of quality of worklife of employees in private technical institution. Study also reveals that there is a significant association

between QWL of Teaching and Non teaching staffs. From the correlation analysis it is find that Adequacy of Resources are more correlated and Training & Development are less correlated with teaching staffs perception towards quality of worklife and in case of non teaching staffs Compensation & Rewards are more correlated and Work

Environment are less correlated with QWL.

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