QUALITY OF WORK-LIFE IN EDUCATION SECTOR: WITH REFERENCE TO DEEMED UNIVERSITIES IN ANDHRA PRADESH

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ABSTRACT

Quality of work life (QWL) is viewed as an alternative to the control approach of managing people. The quality of work life approach considers people as an 'asset' to the organization rather than as 'costs'. It believes that, people perform better when they are allowed to participate in managing their work and make decisions. To satisfy the new generation workforce, organizations need to concentrate on job designs and organization of work. This research study highlights the quality of work life of university teachers under various dimensions. New challenges can be faced with employees' commitment and involvement in achieving organizational goals. This study helps the university teachers to know the level of perception towards quality of work life and to enhance the same by the educational administrators. The major objective of the study is to find whether the quality of work life leads to job satisfaction or not. The result revealed that, all the variables have the positive influence on the quality of work life. That means any increase or decrease in job satisfaction of employees will show changes in the quality of work life of employees in the university.

Key words: Quality of work-life, job satisfactions, dimensions of quality of work-life, university, faculty members, demographical factors.

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1. INTRODUCTION

The commitment of human resource is one of the predominant factors affecting the fortunes of an organisation. The quality of work life can be defined as the quality of relationship between the employees and the work environment – which is such that employees have a
significant influence in shaping organizational environments in methods used to increase not only their own motivations and job satisfaction but also the productivity and profits of the company. Quality of work life covers a number of areas like adequate fair compensations, eliminations of health hazards in employment, employees benefit, job security, alternative – work schedules, profit sharing, work place participation and the like. Satisfaction is the job induced motivation and interest in work. When work becomes interesting, the worker gets a job of his choice gives him tremendous psychological satisfaction. Job Satisfaction is defined as an emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job value (Locke, 1976). Job satisfaction leads to increased productivity (Porter and Lawler, 1967). It also leads to positive attitude and behaviour.

The quality of work life experienced by employees in organizations has been an area of great interest for practitioners and researchers (Sekaran, 1989). Job satisfaction is a yardstick for appraisal of the quality of work experiences (Locke 1976). Job satisfaction is the result of the interaction of the employees and his/her perception towards the job and work environment (Locke, 1976). The antecedents that affects the job satisfaction, may be a large number of, like work values, one's maladjustment, work rewards, work ethics, personal attributes, hours of work, emotions, performance, threat to job stability, work environment, organizational social concern. Studies show that psychological needs of the staff in an organization can be satisfied through using quality of work lie techniques. The key to job satisfaction is, in fact, in the fit between the objective conditions of the job and the worker's expectations. The better the fit between expectations and job reality, the greater the satisfaction and vice versa. This is how it is posed in the main theories developed on job satisfaction by the social psychologists, who are those that have worked most on this subject (the classic theories are those of Locke (1976) and Lawler (1973)

2. REVIEW OF LITERATURE
A number of researchers and theories have been paying attention in the quality of work life concept and have tried to identify the different kinds of dimensions that determine the quality of work life (Mirvis and Lawler, 1984; Che Rose, 2006; Saraji and Dargahi, 2006; Rethinam and Maimunah, 2008; Stephen, 2012).

2.1. Need for the Study
One of the most salient career paradigm shifts is the change from job security to employability security. Retaining of talented employees has become one of the major priorities of the organizations (HR focus, 2006). Quality of work life is the essential factor for improving the working environment. The quality of work life facilitates employee’s training opportunities, job satisfaction and working conditions if the level of quality of work life is measured. A better quality of work life improves the growth of the employee’s along with the organization growth. Since the emergence of the concept, there is no significant research has been done in professional institutions to measure the quality of work life of employees. So, the study tries to put little effort to analyze and assess the concept in a systematic manner, particularly in educational institutions in Indian. So, study is conducted to analyze the factors affecting quality of work life in educational institutions and how it can be enhanced in teaching professionals to achieve individual as well as institutional goals.

2.2. Research Gap
The teaching profession is said to be one of the prominent and challenging profession. Now days, because of corporatisation of education, the stress and depression increased in employees, the level of job satisfaction is also declined, which leads to declining of
organizational performance. The employees are unable to balance their personal and professional life. To balance both the organization must provide quality of work-life life to its employees.

2.3. Objectives
- To study the various factors affecting quality of work life in educational institutes.
- To find out the nature of association between quality of work life and job satisfaction.

2.4. Hypotheses
H1: There is a positive relationship between quality of work-life and job satisfaction.

3. RESEARCH METHODOLOGY
The study is descriptive in nature it describes the quality of work life dimensions and it establish the relationship between quality of work life dimensions and job satisfaction. The variables collected from previous literature and a structured questionnaire was prepared. The questionnaire used in the survey consisted of two sections. The first section, including demographic information about respondents, namely: gender, age, education level, income level, in the respective university. The last section was of 52 statements, was designed to measure the perception by faculty members on eight dimensions of quality of work life and job satisfaction. Respondents were asked to rate their level of agreement on each statement from “1” as “completely dissatisfied” to “5” as “completely satisfied”.

3.1. Data Collection and Sampling Procedure
Data was collected from the private university employees by distributing the structured questionnaires. Simple random sampling technique was used for data collection. After a rigorous effort for the data collection, a total of 185 completed questionnaires were found out to measure the faculty members’ perception of their quality of work life. The measurement tool is the “likert scale” specially designed for rating of perception of the respondent.

For the study the data is collected from different sources. The sources of data are primary sources and secondary sources. In primary sources the data is collected from professors, associate professors and assistant professors.

3.2. Data Analysis
The collected data was presented with the help of frequency tables, cross tabulation, graphs and pie charts.

Table 1 Table showing Gender and Adequate and Fair Compensation

<table>
<thead>
<tr>
<th>Adequate and Fair compensation</th>
<th>Completely Dissatisfied</th>
<th>Dissatisfied</th>
<th>Neutral</th>
<th>Satisfied</th>
<th>Completely Satisfied</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>2</td>
<td>8</td>
<td>37</td>
<td>47</td>
<td>3</td>
<td>97</td>
</tr>
<tr>
<td></td>
<td>2.10%</td>
<td>8.20%</td>
<td>38.10%</td>
<td>48.50%</td>
<td>3.10%</td>
<td>100.00%</td>
</tr>
<tr>
<td>Female</td>
<td>0</td>
<td>10</td>
<td>38</td>
<td>37</td>
<td>3</td>
<td>88</td>
</tr>
<tr>
<td></td>
<td>0.00%</td>
<td>11.40%</td>
<td>43.20%</td>
<td>42.00%</td>
<td>3.40%</td>
<td>100.00%</td>
</tr>
<tr>
<td>Total</td>
<td>2</td>
<td>18</td>
<td>75</td>
<td>84</td>
<td>6</td>
<td>185</td>
</tr>
<tr>
<td></td>
<td>1.10%</td>
<td>9.70%</td>
<td>40.50%</td>
<td>45.40%</td>
<td>3.20%</td>
<td>100.00%</td>
</tr>
</tbody>
</table>
Table 2 Table Showing Gender & Opportunity for continues Growth and Security.

<table>
<thead>
<tr>
<th>Gender</th>
<th>Completely Dissatisfied</th>
<th>Dissatisfied</th>
<th>Neutral</th>
<th>Satisfied</th>
<th>Completely Satisfied</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>1</td>
<td>3</td>
<td>35</td>
<td>56</td>
<td>2</td>
<td>97</td>
</tr>
<tr>
<td></td>
<td>1.00%</td>
<td>3.10%</td>
<td>36.10%</td>
<td>57.70%</td>
<td>2.10%</td>
<td>100.00%</td>
</tr>
<tr>
<td>Female</td>
<td>0</td>
<td>4</td>
<td>33</td>
<td>44</td>
<td>7</td>
<td>88</td>
</tr>
<tr>
<td></td>
<td>0.00%</td>
<td>4.50%</td>
<td>37.50%</td>
<td>50.00%</td>
<td>8.00%</td>
<td>100.00%</td>
</tr>
<tr>
<td>Total</td>
<td>1</td>
<td>7</td>
<td>68</td>
<td>100</td>
<td>9</td>
<td>185</td>
</tr>
<tr>
<td></td>
<td>0.50%</td>
<td>3.80%</td>
<td>36.80%</td>
<td>54.10%</td>
<td>4.90%</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

Table 3 Table showing Gender and Work and Total Life Space

<table>
<thead>
<tr>
<th>Gender</th>
<th>Completely Dissatisfied</th>
<th>Dissatisfied</th>
<th>Neutral</th>
<th>Satisfied</th>
<th>Completely Satisfied</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>1</td>
<td>3</td>
<td>35</td>
<td>56</td>
<td>2</td>
<td>97</td>
</tr>
<tr>
<td></td>
<td>1.00%</td>
<td>3.10%</td>
<td>36.10%</td>
<td>57.70%</td>
<td>2.10%</td>
<td>100.00%</td>
</tr>
<tr>
<td>Female</td>
<td>0</td>
<td>4</td>
<td>33</td>
<td>44</td>
<td>7</td>
<td>88</td>
</tr>
<tr>
<td></td>
<td>0.00%</td>
<td>4.50%</td>
<td>37.50%</td>
<td>50.00%</td>
<td>8.00%</td>
<td>100.00%</td>
</tr>
<tr>
<td>Total</td>
<td>1</td>
<td>7</td>
<td>68</td>
<td>100</td>
<td>9</td>
<td>185</td>
</tr>
<tr>
<td></td>
<td>0.50%</td>
<td>3.80%</td>
<td>36.80%</td>
<td>54.10%</td>
<td>4.90%</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

4. TESTING OF HYPOTHESIS

To establish the relationship between different variables two hypotheses are framed. To test these hypotheses different statistical tools are used.

**H1**: There is a positive relationship between the quality of work life and job satisfaction.

To find the relationship between the quality of work life and job satisfaction, multiple regression analysis was conducted. It finds the influence of job satisfaction variants on the quality of work life dimensions. So, the hypothesis is further sub-divided into 2 hypotheses, they are:

**H1a**: There is a positive relationship between work and total life space and job satisfaction.

**H1b**: There is a positive relationship between opportunity for continues growth & security and job satisfaction.

**Analysis of the relationship between work and total life space and job satisfaction**

**H1a**: There is a positive relationship between work and total life space and job satisfaction

Table 4 Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.765</td>
<td>.586</td>
<td>.535</td>
<td>.478</td>
</tr>
</tbody>
</table>

**Predictors**: (Constant), Achievement, Creativity, Activity, Authority, Social status, Working Conditions, Ability, Moral values, Company policies, Cooperation, Variety, Service, Advancements, Supervision-technical, Security, Recognition, Responsibility, Compensation, Supervision, Independence
Table 5 ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Regression</td>
<td>52.968</td>
<td>20</td>
<td>2.648</td>
<td>11.603</td>
<td>.000</td>
</tr>
<tr>
<td>Residual</td>
<td>37.432</td>
<td>164</td>
<td>.228</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>90.400</td>
<td>184</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Predictors: (Constant), Achievement, Creativity, Activity, Authority, Social status, Working Conditions, Ability, Moral values, Company policies, Cooperation, Variety, Service, Advancements, Supervision-technical, Security, Recognition, Responsibility, Compensation, Supervision, Independence

Dependent Variable: Work & Total Life space

Achievement, Creativity, Activity, Authority, Social status, Working Conditions, Ability, Moral values, Company policies, Cooperation, Variety, Service, Advancements, Supervision-technical, Security, Recognition, Responsibility, Compensation, Supervision, Independence were used in a standard regression analysis to predict adequate and fair compensation

The prediction model was statistically significant, F (20, 164) = 11.603, p-value < 0.05, and accounted for approximately 58.5% of the variance of work & total life space ($R^2 = .585$).

These are the t-statistics and their associated 2-tailed p-values used in testing whether a given coefficient is significantly different from zero. Using an alpha of 0.05: Finally, here are the beta coefficients—one to go with each predictor. (Use the “unstandardized coefficients,” because the constant [beta zero] is included). Based on this table, the equation for the regression line is:

$$Y = .229 + .175(\text{Activity}) - .142(\text{Independence}) + .089(\text{Variety}) - .063(\text{SocialStatus}) - .320(\text{Supervision}) - .011(\text{Sr-Technical}) + .178(\text{Moral Values}) + .241(\text{Security}) + .158(\text{Service}) - .194(\text{Authority}) - .408(\text{Ability}) + .283(\text{Comp.Policies}) + .136(\text{Compensation}) - .241(\text{Advancements}) - .029(\text{Responsibility}) - .372(\text{Creativity}) + .114(\text{WC}) + .156(\text{Cooperation}) + .211(\text{Recognition}) + .213(\text{Acheivement}).$$

The result shows that to accept the alternate hypothesis that is “there is a positive relationship between the work and total life space and job satisfaction.

H1b: There is a positive relationship between opportunity for continues growth & security and job satisfaction.

Table 6 Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.802a</td>
<td>0.643</td>
<td>0.6</td>
<td>0.424</td>
</tr>
</tbody>
</table>

Predictors: (Constant), Achievement, Creativity, Activity, Authority, Social status, Working Conditions, Ability, Moral values, Company policies, Cooperation, Variety, Service, Advancements, Supervision-technical, Security, Recognition, Responsibility, Compensation, Supervision, Independence
Table 7 ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Regression</td>
<td>53.261</td>
<td>20</td>
<td>2.663</td>
<td>14.796</td>
<td>.000</td>
</tr>
<tr>
<td>Residual</td>
<td>29.518</td>
<td>164</td>
<td>.180</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>82.778</td>
<td>184</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Predictors: (Constant), Achievement, Creativity, Activity, Authority, Social status, Working Conditions, Ability, Moral values, Company policies, Cooperation, Variety, Service, Advancements, Supervision-technical, Security, Recognition, Responsibility, Compensation, Supervision, Independence

Dependent Variable: Opportunity for continuous growth & security

Achievement, Creativity, Activity, Authority, Social status, Working Conditions, Ability, Moral values, Company policies, Cooperation, Variety, Service, Advancements, Supervision-technical, Security, Recognition, Responsibility, Compensation, Supervision, Independence were used in a standard regression analysis to predict Adequate and Fair Compensation

The prediction model was statistically significant, F (20, 164) = 14.796, p < 0.05, and accounted for approximately 64.3% of the variance of Opportunity for continues Growth & Security (R² = .643).

These are the t-statistics and their associated 2-tailed p-values used in testing whether a given coefficient is significantly different from zero. Using an alpha of 0.05: Finally, here are the beta coefficients—one to go with each predictor. (Use the “Unstandardized coefficients,” because the constant [beta zero] is included). Based on this table, the equation for the regression line is:

Y = 0.560 + 0.228(Activity) − 0.144(Independence) + 0.166(Variety) + 0.150(SocialStatus) + 0.087(Supervision) − 0.230(Sr-Technical) − 0.145(MoralValues) + 0.035(Security) − 0.001(Service) − 0.088(Authority) + 0.155(Ability) + 0.049(Comp.Policies) + 0.174(Compensation) + 0.059(Advancements) − 0.081(Responsibility) + 0.094(Creativity) + 0.193(WC) + 0.317(Cooperation) + 0.217(Recognition) − 0.168(Achievement).

The result shows that to accept the alternate hypothesis that is there is a positive relationship between the job satisfaction variants and opportunity for continues growth and security.

5. FINDINGS

- Out of 185 respondents, 6.5 percent are completely satisfied, 51.9 percent are satisfied, 37.8 percent respondents are in neutral state and less percent of respondents is completely dissatisfied with work & total life space dimension of quality of work life.

- Out of 185 respondents, 9.7 percent are completely satisfied, 68.6 percent are satisfied, 20.5 percent respondents are in neutral state and a marginal percentage of respondents are completely dissatisfied with social relevance dimension of quality of work life. There is a positive relationship between quality of work-life dimensions and job satisfaction variants. It is found that, any changes in the job satisfaction level of an employee will definitely show a direct change in the quality of work-life dimensions.
It is observed that, factors like achievement, independence, moral values, responsibility, have a significant influence on job satisfaction with respect to designation. But the rest of the factors have no influence on job satisfaction variants with respect to the designation of the employee.

It is identified that, there is a positive relationship between work and total life space and job satisfaction.

6. SUGGESTIONS
Factors like social relevance, social integration, work and total life space, constitutionalism, opportunity for continues growth and security, opportunity to use and develop human capacities have an significant influence from the job satisfaction factors i.e. any change whether it’s increase or decrease in job satisfaction variants will definitely show changes in the quality of work-life dimensions.

The quality of work-life dimensions like adequate and fair compensation, safety and healthy working conditions have some influence on the dimensions of quality of work-life. But it is not up to the mark like other quality of work-life dimensions

- It can be improved by providing the best possible incentive ratio to the employees in the university.
- It can be improved by reducing the complexity of work load of that the employees have in the university.
- It can be improved by providing training facilities which can show some serious influence on quality of work-life.
- The growth and security of an employee are two important factors, the employee needs to be provide to enhance the skills through several training programs or making the employees to participate in global summits to have an exposure at national or at international level.
- The work and total life space are two important factors, the balance of employees’ personal and professional life should be balanced and makes employee more productive. It can be increased by reducing the complexity in the job and providing some vacation packages to spent time with the family
- Also, there is no significant difference in job satisfaction level of employees with respect to designation. Which means that all the employees are satisfied with the roles in the university.

7. CONCLUSIONS
The fundamental objective of this study was to ascertain the relationship between Job satisfaction and quality of work-life dimensions. The association between job satisfaction across various quality of work-life dimensions, is measured through the multiple regression analysis, and it is found that, there is a considerable positive association with job satisfaction. The study revealed the most positive perceived quality of work life dimensions by the faculty members. It can be said undoubtedly, that an improved quality of work life leads to a higher level of job satisfaction, which in turn reduces the employee turnover rate. Associated with job satisfaction. The results for perception of job satisfaction on account of quality of work-life dimensions across gender reveal that there is no divergence in the way Male and Female staff of the university perceives impact of various quality of work-life dimensions on job satisfaction.

Faculty members of private universities play a significant role for economic growth by contributing their knowledge, skills and effort. So human resource policies using a combination of well-designed quality of work-life initiatives for the faculty members will lead
to competitive advantage, which can increase the job satisfaction of the faculty members. This in turn will motivate them to perform in a superior way, leading the universities and their stakeholders to a better future by yielding the expected outcome.

REFERENCES


