

Quality of Work Life Among Faculty Members of Professional courses with Reference to Meerut District

Archna Sukhija

Assistant Professor, JP Group of Institution, Meerut
(Research Scholar, UTU, Dehradun)

Abstract

Quality of work life (QWL) has not been a new phenomenon as it was started from 1972 when the term was used to discuss upon the "political movement" and "emerging new social science theories". First was the case with Western Europe and second was in U.S. This and other earlier movements in the area of QWL revealed the tendency of concept only with relation to labour participation and labour-management. With the advent of new technologies and rapid globalization, role of workers has changed dramatically as union-management relation got emphasis. Mere considering the people as machine or a component for the organization is the mania which will not be amused. As big as well as the biggest organizations have accepted the vitality of people in the organizations and these have even changed the concept of human resource so drastically in the way that new kind of cultures such as "GOOGLE-CULTURE", "YAHOO-CULTURE", "MICROSOFT CULTURE" etc. have been established on the planted earth and flourishing also. The present research has been focussed on QWL in respect of faculty members of professional courses.

Keyword : Professional Courses, QWL, Faculty.

1. INTRODUCTION

QWL or the Quality of Work Life has been defined by many authors, researchers, practitioners differently in different times. QWL is a focus on individual's basic needs (Suttle: 1977) as Abraham Maslow has defined lower needs and upper needs and stated that individual gets motivation to do the task or achieve the organizational objectives if some sort of its needs are being satisfied. QWL is also the ongoing and collaborating effort where employees participate in the setting the work environment and strive for achieving organizational effectiveness simultaneously getting benefitted by improved quality of life (The American Society of Training and Development: 1979). With the passage of time, concept has changed its phase and being defined as collective feelings of employees towards their jobs and work environment (Heskett, Sasser and Schlesinger: 1997). This aspect of work

environment and QWL has also been supported by various authors as with the favourable working environment, employees will be there with the organization, if they are not satisfied with the content of job as because of their personal and professional development (Lau, Wong, Chan and Law: 2001). Hence QWL has been considered a very important resource of the organization whereby satisfaction of employees is being maximized and productivity in result for the organization is increased as a return (Siegrist, Wahrendorf, Knesebeck, Juerges, Boersch-Supan (2006). QWL can also be understood as an important tool of motivation (Aswathappa: 2008)

2. OBJECTIVES OF THE STUDY

1. To find out the various factors of QWL affecting Academicians
2. To measure the level of QWL of academicians

3. LITERATURE REVIEW

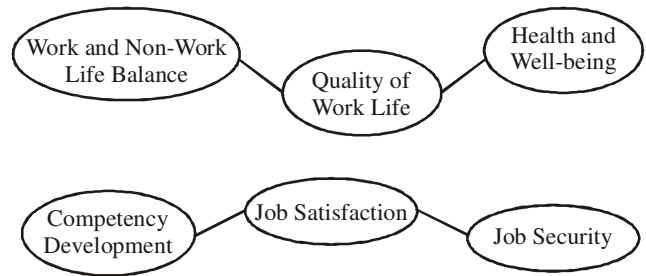
Pelsma, Richard and Harrington (1989) done a study on teachers' motivation and found that psychological distress and morale contributed equally to teachers' QWL. They determined that in the work climate of an occupation, QWL can be assessed by combining the amount and the degree of stress and the degree of satisfaction experienced by the individual within his/her occupational role.

According to Loscocco and Roschelle (1991), the most common assessment of QWL is the individual attitude. This is because individual work attitudes are important indicators of QWL. The ways that people respond to their jobs have consequences for their personal happiness, the effectiveness of their work organizations and even the stability of society. Individuals selectively perceive and make attributions about their jobs in accordance with the expectations they bring to the workplace. While the characteristics of the jobs have long been considered to be important influences on work attitudes, the past decades of 1970s and 1980s have witnessed much greater attention to aspects of the organizational context in which the job is performed.

As QWL is being considered in two directions, on the one side it works for the removal of negative aspect of work and working conditions and on the another side it works to enhance the capability of employees so that behavior which is beneficial for the society and individual can be promoted . So, being providing the transportation facility and balancing the family life can be very beneficial for the organization and employees.

Guna Seelan & Maimunah (2008) in understanding the nature of work in the contemporary environment, defined QWL as the effectiveness of work environment that transmit to the meaningful organizational and personal needs in shaping the values of the employees that support and promote better health and well-being, job security, job satisfaction, competency development and balance between work and non-work life. As in their research, authors researched about the QWL with the perspectives of I.T. professionals.

A Paradigm Showing the Constructs of QWL (Guna et al.)



Mohd. Baitul Islam (2012) in his work attempted to find out the factors of QWL which influence QWL. The research was specified to private limited companies in Bangladesh. He framed his objectives into broad and specific objectives. On the one side, he determined the factors affecting QWL and specifying the variables which play the most significant role on QWL, on the other hand.

Companies which he has taken into consideration included some multinationals as well. He identified the factors such as:

Table 1

Controllable by the Company	Directly influence Individual's Motivation
1. Work Load	1. Family Life
2. Working Conditions	2. Transportation facilities
3. Career Growth	
4. Compensation and benefits	
5. Working environment	

Guna et al. (2008) analysed constructs of QWL based on models and past research from the perspective of IT professionals in many countries but Malaysia has been focussed. Moreover a focus has been given to work environment which decides the QWL in the organizations. The authors have studied the QWL with IT perspective. QWL from the perspective of IT professionals is challenging both to the individuals and organizations. They associated QWL with job satisfaction, job involvement, motivation, productivity, health, safety and well-being, job security, competence development and balance between work and non work life as is conceptualized by European

Foundation for the Improvement of Living Conditions (2002).

Quality of Work Life refers to the relationship between a worker and his work environment. The Quality of Work Life is the degree of excellence brought about work and working condition which contributes to the overall satisfaction at the individual level and organization level. A management practice that manifests concern about the employees' job security, conducive working conditions, fair and equitable wages and participation of the worker representatives from the formal association in decision making process will lead a harmonious industrial relation in the working place. The development program of quality of work life of the employee is in lead to better work environment and productivity of the organization.

Thus, QWL is a comprehensive construct that includes an individual's job related well-being and the extent to which work experiences are rewarding, fulfilling and devoid of stress and other negative personal consequences. Accordingly, the rising number of two-income households is heightening the concern for employees' quality of work life. Given that female participation at work is increasing, it is apparent that males and females independently will need to take care of both work and home. Therefore, quality of work experience rather than work per se became the focus of attention and workplace wellness is crucial in promoting healthier working environments.

Singh and Dixit (2008) referred QWL as the one which create the culture of work commitment in organizations and society which further ensure higher productivity and greater job satisfaction of the employees.

In the research, authors linked the quality of work life with the manpower productivity. For this they used the descriptive research approach.

As the authors were relating the manpower productivity with QWL, they concluded that if proper QWL is maintained then manpower productivity increase.

Kapoor and Patiraj (2008) assessed the QWL

experienced by the employees of public and private sector banks and the impact of QWL on job satisfaction, performance and mental health of employees. The authors further suggested that professional counselling programmes are necessary in order to improve quality of working life.

S. Jerome (2013) has postulated that QWL is concerned with various aspects of work environment and socio economic background of the employees affects their contribution towards QWL. He further adds that QWL also motivate the employees for their future role while binding by their present roles with addressing their grievances. He explained that QWL deals with full ranges of human needs to be met in the organization as on the one hand he looked QWL with the set objective, organizational condition and practice and employees' safety, satisfaction in relation to growth and development, on the other hand. He tested relationship between ages, educational qualification, income with QWL with the help of Karl Pearson Coefficient and found that out of sample size of 50, majority of employees were in highly compensated, positive towards working conditions, satisfied with the development prospective, good working and welfare conditions and social relationship resulted into more satisfied (62%) and high level of QWL (50%). Author suggested if quality food and hygienic equipments have to be considered in workers' welfare, they will be more psychologically, emotionally and physically fit. Besides company should take care of emotional part of employees which is attached to its family as because of this performance of the employee can hamper and it can be even irregular.

Subhashini and Dr. Ramani Gopal (2013) explained QWL a concept which is having relationship between employees and the total working environment. They further measured the factors influencing QWL of employees and the impact of satisfaction of employees from QWL. In this way, authors established the relationship between the productivity and QWL. Data was collected from a sample of 100 women employees from the major working sector of women i.e. garment industry. Research investigated that QWL consists more than

the traditional constructs of job security, good working conditions, adequate and fair compensation and equal employment opportunity. Rather they added one more dimension that employees work for salary also with the improved working conditions as poor working conditions results into increased absenteeism, stress and ultimately job dissatisfaction. They also established the relationship between experience of women employees and their participation in decision making. They analyzed that women employees were satisfied with the grievance handling of the company but health and safety measures along with grievance handling procedure were not up to the satisfaction level of the women so they were dissatisfied with these.

Pothigaimalai, Buvaneswari, Sudha & Venkatesh (2014) identified QWL a base to take advantage of human assets in the organization and connected labour-management relations to solve many organizational problems. They further stated that development of an employee in the organization does not only result due to training programs rather employee learns through the job also. On the one hand, with the improved performance employees do their best to achieve the organizational objectives and get the satisfaction through the job on the other hand. As they said, "A happy working atmosphere makes a man happy and happy man contributes more." Later in their work, they meant by QWL as favourableness or unfavourableness of job enrichment. They found out through their research conducted upon 90 respondents that majority of the respondents were satisfied with their work environment, physical structure, standard precautionary, promotion procedure, present salary, safe working conditions, effective rules and regulation, company working schedules, welfare measures, development opportunities, employee-management relationships, effective TQM system and motivational programs. And in the end, the authors concluded that age and work schedule, experiment and promotional procedure, qualification and development do not have any significant relationship respectively. They suggested that organization can provide training programs, better infrastructural facilities, better incentive schemes, better transfer and promotional policy to workers and

improved amenities such as mask to avoid dust and complaint box.

Hosmani, Shambhushankar & Bindurani (2014) explained that QWL is a collective responsibility of the management, employees, and union leaders, government and behavioural scientists Human resource department of the organisation need to take up QWL programs like training and development, career planning, safety and security measures, employee welfare practices etc. which enhances the performance of employees' on their job. Management need to focus on improving areas of QWL viz., work life balance, quality circles, leadership, workers participation in management, stress management, working environment, open communication etc.

Table 2 :Factors Identified

Literature	Factors Identified
<i>Pelsma, D.M., G.V. Richard, R.G. Harrington and J.M. Burry. (1989). Siegrist Johannes, Wahrendorf Morten, Knesebeck Olaf von dem, Ju" rges Hendrik & Bo" rsch-Supan Axel (2006).</i>	Work Environment
<i>Singh Kumar Randhi & Dixit Shalini,(2008).</i>	Organization Culture and Climate
<i>Aswathappa K (2008),</i>	Compensation and Rewards
<i>Singh Kumar Randhi & Dixit Shalini,(2008).</i>	Facilities being Provided by the Organization
<i>Heskett, J.L., Sasser, W.E., Jr and L.A., Schlesinger, (1997) Rethinam Seelan Guna & Ismail Maimunah (2008)."</i>	Job satisfaction and job security
<i>Rethinam Seelan Guna & Ismail Maimunah (2008)."</i>	Adequacy of Resources
<i>Rethinam Seelan Guna & Ismail Maimunah (2008)."</i> <i>Aswathappa K (2008)</i> <i>Tekuru Sivaram (2011)</i> <i>Dr. Karthikeyan B. G. & Dr. Malathishiri. K.P & Booplan (2011)</i> <i>Priscilla Preethi S (2011).</i>	Family

4. RESEARCH METHODOLOGY

Sample Size: A sample of 100 faculty members of various professional courses has been taken into account from the various professional colleges of Meerut.

Data Collection: Data has been collected by using the questionnaire method. The questionnaire taken for the study was developed by The National Institute for Occupational Safety and Health (NIOSH).

Data Analysis and Interpretation

Table 3 : Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.786	.819	55

Table 4 : Scale Statistics

Mean	Variance	Std. Deviation	N of Items
162.15	130.129	11.407	55

Table 5 : ANOVA

	Sum of Squares	df	Mean Square	F	Sig
Between People	234.232	99	2.366		
Between	11942.802	54	221.163	436.094	.000
Within Items					
People Residual	2711.198	5346	.507		
Total	14654.000	5400	2.714		
Total	14888.232	5499	2.707		

Grand Mean = 2.95

**Table 6
How motivating is the work environment?**

	Frequency	Percent	Valid Percent	Cumulative Percent
2	27	27.0	27.0	27.0
3	26	26.0	26.0	53.0
Valid 4	44	44.0	44.0	97.0
5	3	3.0	3.0	100.0
Total	100	100.0	100.0	

Table 7

I am satisfied with the working conditions and proud to be academic fraternity

	Frequency	Percent	Valid Percent	Cumulative Percent
3	33	33.0	33.0	33.0
Valid 4	67	67.0	67.0	100.0
Total	100	100.0	100.0	

Table 8 : Individuals work as a team

	Frequency	Percent	Valid Percent	Cumulative Percent
3	17	17.0	17.0	17.0
4	69	69.0	69.0	86.0
Valid 5	14	14.0	14.0	100.0
Total	100	100.0	100.0	

Table 9 : Organization appreciates me for my academic achievements

	Frequency	Percent	Valid Percent	Cumulative Percent
3	35	35.0	35.0	35.0
4	53	53.0	53.0	88.0
Valid 5	12	12.0	12.0	100.0
Total	100	100.0	100.0	

Table 10 : Organization motivates and arranges FDPs and other programs and motivates for research and publication

	Frequency	Percent	Valid Percent	Cumulative Percent
3	25	25.0	25.0	25.0
4	67	67.0	67.0	92.0
Valid 5	8	8.0	8.0	100.0
Total	100	100.0	100.0	

Table 11 : How far training programmes helps an employee to achieve the required skill for performing the job efficiently?

	Frequency	Percent	Valid Percent	Cumulative Percent
2	3	3.0	3.0	3.0
3	16	16.0	16.0	19.0
4	45	45.0	45.0	64.0
Valid 5	36	36.0	36.0	100.0
Total	100	100.0	100.0	

Table 12
Resources are linked with the performance

	Frequency	Percent	Valid Percent	Cumulative Percent
3	22	22.0	22.0	22.0
4	72	72.0	72.0	94.0
Valid 5	6	6.0	6.0	100.0
Total	100	100.0	100.0	

Table 13
Performance is affected by the resources attached to it

	Frequency	Percent	Valid Percent	Cumulative Percent
3	20	20.0	20.0	20.0
4	66	66.0	66.0	86.0
Valid 5	14	14.0	14.0	100.0
Total	100	100.0	100.0	

Fig. 1 : How are the working hours of the organization?

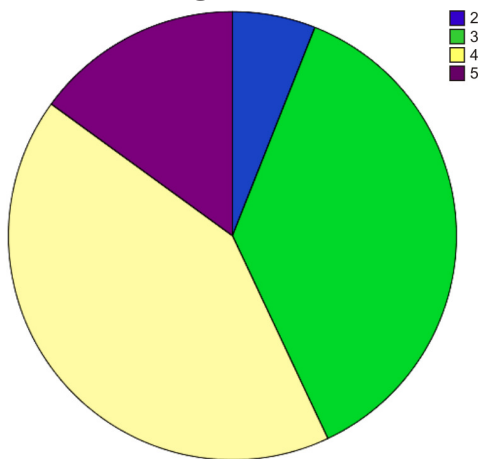


Table 14 : I would rate the academic success of the organization in recent times as

	Frequency	Percent	Valid Percent	Cumulative Percent
1	24	24.0	24.0	24.0
3	41	41.0	41.0	65.0
Valid 4	35	35.0	35.0	100.0
Total	100	100.0	100.0	

Fig. 2
I am satisfied with the working conditions and proud to be academic fraternity

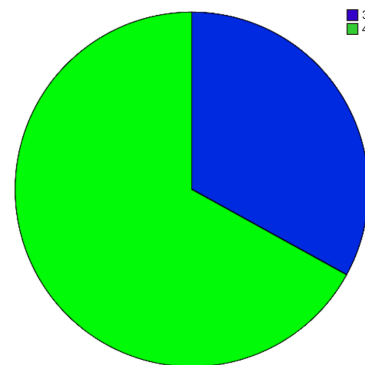


Fig. 3 : How often are there not enough people or staff to get all the work done?

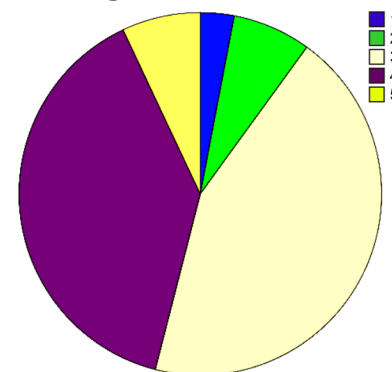


Table 15 : Descriptive Statistics

	N	Minimum	Maximum	Mean		Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic	Std. Error	Statistic	Std. Error
item1	101	1	275	5.45	2.699	27.129	10.006	.240	100.405	.476
item2	101	1	374	7.41	3.669	36.868	10.028	.240	100.704	.476
item3	101	2	366	7.25	3.588	36.063	10.042	.240	100.897	.476
item4	101	2	323	6.40	3.167	31.831	10.038	.240	100.840	.476
item5	101	3	373	7.39	3.657	36.749	10.045	.240	100.936	.476
item6	101	3	367	7.27	3.598	36.156	10.047	.240	100.965	.476

item7	101	3	397	7.86	3.892	39.112	10.047	.240	100.958	.476
item8	101	3	393	7.78	3.852	38.717	10.048	.240	100.969	.476
item9	101	3	412	8.16	4.039	40.590	10.047	.240	100.959	.476
item10	101	2	432	8.55	4.235	42.562	10.045	.240	100.941	.476
item11	101	1	340	6.73	3.334	33.503	10.040	.240	100.870	.476
item12	101	3	389	7.70	3.814	38.327	10.044	.240	100.924	.476
item13	101	3	376	7.45	3.686	37.044	10.046	.240	100.942	.476
item14	101	2	357	7.07	3.500	35.176	10.043	.240	100.902	.476
item15	101	3	392	7.76	3.843	38.620	10.046	.240	100.948	.476
item16	101	3	377	7.47	3.696	37.143	10.045	.240	100.937	.476
item17	101	3	383	7.58	3.755	37.733	10.047	.240	100.956	.476
item18	101	2	414	8.20	4.059	40.790	10.044	.240	100.922	.476
item19	101	2	384	7.60	3.765	37.836	10.043	.240	100.905	.476
item20	101	3	445	8.81	4.362	43.841	10.047	.240	100.960	.476
item21	101	4	450	8.91	4.411	44.332	10.048	.240	100.974	.476
item22	101	4	445	8.81	4.362	43.839	10.048	.240	100.973	.476
item23	101	3	411	8.14	4.029	40.493	10.046	.240	100.942	.476
item24	101	3	388	7.68	3.804	38.230	10.043	.240	100.905	.476
item25	101	3	434	8.59	4.255	42.759	10.045	.240	100.938	.476
item26	101	3	377	7.47	3.696	37.142	10.046	.240	100.949	.476
item27	101	3	381	7.54	3.735	37.537	10.046	.240	100.948	.476
item28	101	3	364	7.21	3.568	35.861	10.046	.240	100.953	.476
item29	101	1	100	1.98	.980	9.851	10.050	.240	101.000	.476
item30	101	0	59	1.17	.580	5.833	9.940	.240	99.526	.476
item31	101	0	22	.44	.220	2.206	9.522	.240	93.793	.476
item32	101	0	24	.48	.239	2.402	9.575	.240	94.527	.476
item33	101	0	73	1.45	.717	7.205	9.991	.240	100.211	.476
item34	101	0	32	.63	.317	3.187	9.725	.240	96.588	.476
item35	101	0	23	.46	.229	2.304	9.549	.240	94.175	.476
item36	101	0	37	.73	.366	3.677	9.787	.240	97.442	.476
item37	101	3	398	7.88	3.902	39.211	10.046	.240	100.954	.476
item38	101	2	339	6.71	3.324	33.406	10.039	.240	100.859	.476
item39	101	1	247	4.89	2.423	24.353	10.023	.240	100.632	.476
item40	101	1	438	8.67	4.294	43.157	10.042	.240	100.900	.476
item41	101	1	346	6.85	3.393	34.098	10.037	.240	100.827	.476
item42	101	3	389	7.70	3.813	38.324	10.047	.240	100.958	.476
item43	101	3	381	7.54	3.735	37.535	10.048	.240	100.968	.476
item44	101	3	384	7.60	3.764	37.831	10.047	.240	100.963	.476
item45	101	3	376	7.45	3.686	37.043	10.047	.240	100.960	.476
item46	101	3	394	7.80	3.862	38.817	10.046	.240	100.954	.476
item47	101	1	324	6.42	3.178	31.934	10.034	.240	100.779	.476
item48	101	1	282	5.58	2.766	27.794	10.033	.240	100.777	.476

item49	101	1	242	4.79	2.374	23.857	10.027	.240	100.684	.476
item50	101	1	188	3.72	1.847	18.561	9.981	.240	100.068	.476
item51	101	1	287	5.68	2.815	28.295	10.025	.240	100.664	.476
item52.1	101	0	4	.08	.044	.440	7.583	.240	64.628	.476
item52.2	101	0	0	.00	.000	.000	–	–	–	–
item52.3	101	0	4	.08	.044	.440	7.583	.240	64.628	.476
item52.4	101	0	17	.34	.171	1.716	9.341	.240	91.271	.476
item52.5	101	0	10	.20	.102	1.030	8.841	.240	84.121	.476
total	100	136	186	162.39	1.102	11.024	.378	.241	-.066	.478
Valid N (listwise)	100									

5. INTERPRETATIONS AND RESULT

The scale was used Likert one so the result as indicated in above statistics and pie chart are as follows:

1. Most of the faculty members are satisfied with the working conditions and proud to be fraternity on the one side and on the other side major part of total data is neutral on the question.
2. 44% feel motivated at their work environment and 26% are neutral on the question while 27% people are dissatisfied.
3. 69% were agree that in the organization, people work as a team.
4. Half of the people were also saying that they are appreciated for their performance.
5. 67% were agree as FDPs and other development programs are being arranged by the institutes.
6. A very good number was agree on the question that training programs help an employee to achieve the organizational goals.

7. But most of the faculty members told that in this present scenario, academics is of the profession where they have to struggle for survive.

6. CONCLUSIONS

Academic fraternity is very big pillar of any country's development and that to faulty of professional courses. As only with the development of these faculty members, development of students depend who will actually run the nation. If dissatisfaction is there among faculty, they cannot give their best and underdeveloped student cannot make any contribution to society, hence quality of work life presents an idea about the life and work status of these institutions. According to the above motioned analysis, it was found out that people at the institutes are on the level of satisfaction and they have to survive as most of them are with the experience of 3-5 and 5-10 in academics. So, QWL has to be improved in these colleges as it is the need of the hour.

○

REFERENCES

1. Aswathappa K (2008). Motivation in Action "*Human Resource Management*", Tata McGraw-Hill, pp 399-401.
2. Heskett, J.L., Sasser, W.E., Jr and L.A., Schlesinger (1997). "*The Service Profit Chain*". New York: The Free Press.
3. Hosmani P.A., Shambhushankar & Bindurani R. (2014) "Study on Impact of Quality of Work Life on Job Performance amongst Employees of Secunderabad Division of South Central Railway". *Research Journal of Management Sciences*. Vol. 3 (11), 8-11

4. Kapoor Pooja & Kumari Patiraj (2008). "Quality of Working Life and its significant Consequences: A Study of Banking Industry in the New Era of Liberalization", *New Paradigms of Management Science and Arts*, Macmillan India Ltd, pp 41-49
5. Loscocco, K.A., & Roschelle, A.R. (1991). "Influences on the Quality of Work and Non Work Life: Two decades in review". *Journal of Vocational Behavior*, 39, 182-225
6. Pelsma, D.M., G.V. Richard, R.G. Harrington and J.M. Burry (1989). "The Quality of Teacher Work Life Survey: A Measure of Teacher Stress and Job Satisfaction Measurement and Evaluation in Counselling and Development." 21: 165-176.
7. Pothigaimalai V. P., Buvaneswari R., Sudha K.& Venkatesh Mahalakshmi (2014). "Quality of Work Life with Special Reference to Leopole Apparels at Coimnatore". *International Journal of Advancements in Research and Technology*, Volume 3, Issue 5.
8. Rethinam Seelan Guna & Ismail Maimunah (2008). "Constructs of Quality of Work Life: A Perspective of Information and Technology Professionals" *European Journal of Social Sciences - Volume 7, Number 1*.
9. Siegrist Johannes, Wahrendorf Morten, Knesebeck Olaf von dem, Ju`rges Hendrik & Bo`rsch-Supan Axel (2006). " Quality of work, well-being, and intended early retirement of older employees-baseline results from the SHARE Study" *European Journal of Public Health*, Vol. 17, No. 1, 62-68, Published by Oxford University Press on behalf of the European Public Health Association. ISSN 1549-3652 Macmillan India Ltd. pp 41-49
10. Singh Kumar Randhi & Dixit Shalini,(2008). "Impact of Quality of Work Life on Manpower Productivity : Case of ALIMCO Kanpur". *New Paradigms of Management Science and Arts*. Subhashini, S. & Gopal Ramani C.S. (Dr.) "Quality of Work Life among Women Employees Working in Garment Factories in Coimbatore District", *Asia Pacific Journal of Research*, Vol: Issue XII, December 2013 ISSN: 2320-5504 E-ISSN-2347-4793
11. Suttle, J.L., 1977. "Improving Life at Work: Problem and Prospects". Suttle eds *Improving Life at Work: Behavioural Science approaches to organizational change* (pp. 1-29). Santa Barbara, CA: Goodyear.