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Quality of Working Life

A Study of Government Schools of District Amritsar

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ABSTRACT

The concept of the 'Quality of Working life' is imprecise and thus problematic to operationalise. As per the present scenario whether is banking sector , pharmaceutical or Fast Moving Consumer Goods (FMCG) everything has been made target oriented. Under such system of working, the employees have to pay in terms of increasing work pressure, ascending stress and stress related problems are alarming proportions. Hence, the purpose of my study i.e. quality of working life (in particular among teachers). Here "Quality of working life" is abbreviated as QWL. In short the above analysis showed that QWL in govt. schools is good but still there are many schools available in rural areas where facilities are provided but there is lack of many facilities. So, to improve the overall QWL in govt. schools rural areas schools should be given more attention.

1. INTRODUCTION

It was around 1900 that F.W. Taylor developed what are commonly known as the principles of scientific management. Which till today form the basis of designing jobs in most organizations the traditional job design of science management focuses mostly on division of labour, Close supervision and the best way of doing work.

Close supervision further accentuates workers dependence on their superiors. The result is high turnover and absenteeism which results into reduction in quality.

Now as workers are becoming more and more educated, skilled and unionized. Now it is no longer possible to design jobs solely according to the needs of workers. There is an all round demand for developing the humanized jobs, which can satisfy workers higher needs, employ their higher skills and make them better citizens, spouses and parents. The jobs need to be excellent both from the point of view of technology and human needs. The traditional job design needs to be replayed by enriched job design. This demand for redesigning of jobs has come to be known as quality of work life. It enjoins management to treat workers as human resources that are to be developed rather than simply used.

The concept of the 'Quality of Working life' is imprecise and thus problematic to operationalise. As per the present scenario whether is banking sector , pharmaceutical or Fast Moving Consumer Goods (FMCG) everything has been made target oriented. Under such system of working, the employees have to pay in terms of increasing work pressure, ascending stress and stress related problems are alarming proportions. Hence, the purpose of my study i.e. quality of working life (in particular among teachers). Here "Quality of working life" is abbreviated as QWL.

QWL refers to the relationship between a worker and his environment. It is related to facilities and conditions in which workers have to work. For improving QWL, working conditions and environment have to be improved and more humane conditions are to be created. Regarding Definition to QWL, there is no universally accepted definitions of the term. It means different things to different authors. According to Keith Davis, "QWL refers to favorableness or unfavourableness of a job environment for people."

According to quality of life Research Centre, Denmark "In quality of life research

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one often distinguishes between the subjective and objective quality of life. Subjective quality of life is about feeling good and being satisfied with things in general. Objective quality of life is about fulfilling the societies and cultural demands for material wealthy social status and physical well being.

Every member in an organization starting from peon to the manager is a worker. The workers are the backbone of every organization. No amount of money, material and technology used can achieve goals without active participation of workers. If that job does not provide any challenge, or satisfy his desire for achieving something out of it, he may suffer real frustration and his frustration may further lead to lower rate of output, inefficiency and increase rate of absenteeism etc. which affect both himself and his employer negatively.

Managing people by talents and improving quality of work life seem to be the new mantra on the Indian corporate landscape. Every organization has an invisible quality-a certain style, a certain mode or way of performing things. This invisible quality decides how effective the organization is in the market place. Achieving heights in today's cut throat competition, when business are trying to occupy the prime condition in the market place, quality of work life have emerged in the job. Performance can neither be achieved by external motivation nor by financial and non financial rewards, rather it comes from the "workers and their total working environment".

2. RESEARCH METHODOLOGY

The study was conducted in government schools of District Amritsar with 100 employees. Who were randomly selected from different schools on the basis of convenience sampling method.

Under factor analysis different variable are named as variable A opportunity of promotion, A_1 limited opportunity of advancement, A_2 good opportunity of advancement, A_3 promotion on the basis of ability, A_4 no further scope for progress and variable B behavour of Boss, B_1 principal act as a guide, B_2 consideration of teacher's opinion at time of taking decision, B_3 opportunity to present problem in front of principal , B_4 principal always allow to attend refresher courses, B_5 favoritism play any role in the institution, B_6 all teachers work as a team in the institute, B_7 superior gives reasonable attention to the suggestion of teachers, B_8 success as per own standard, B_9 job satisfaction.

Analysis and Interpretation (Section A)

As per the objective of the study to examine the factors affecting quality of work life. To achieve this object the technique of weighted averages and employed. The respondents were first tabulated and then weighted averages were calculated.

A total of 100 respondents were surveyed for their opinions and viewpoints. They were asked as to what factors play an important role in deciding quality of work life. It was found that 99% of the respondents felt that work environment is an important factor for determining QWL. Another 85% of respondents believed that reputation of the organization plays on important role and 78% of respondents believed that salary is a major source for determining QWL. 42% of the respondents believed that a good working environment provides them an opportunity to enhance their personality in a positive manner whereas 39% of the respondents were of the view that economic benefits provided by the employer increases their satisfaction level. For 36% of respondents reputation of the organization and for 35% position in the organization and job satisfaction play an important role. 31% of the respondent felt that the area where the organization is located favorably affects the quality of working life. Whereas only 6% of the respondents were of the view that fringe

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Fig. 1

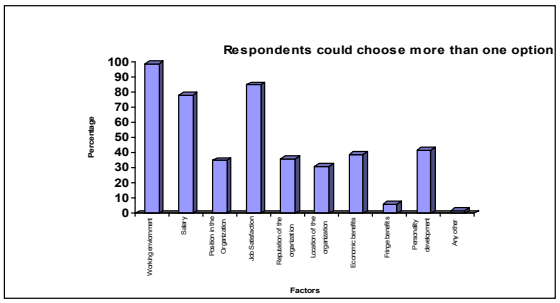


Fig. 2

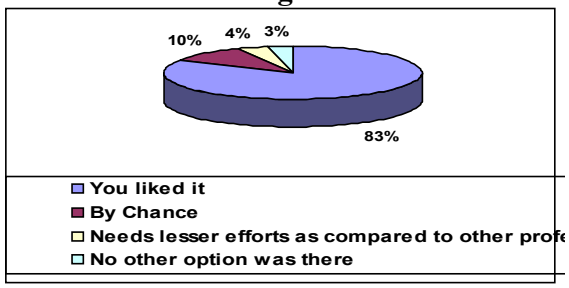
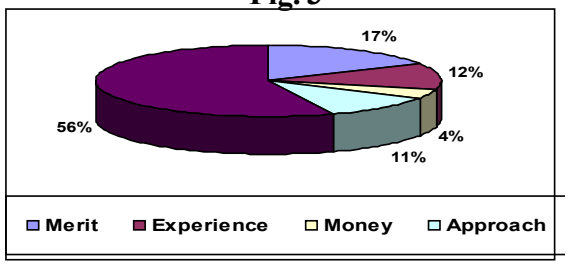


Fig. 3



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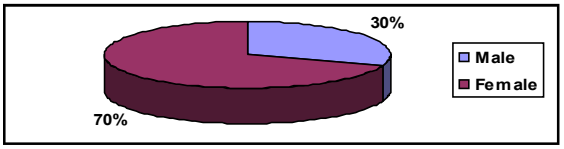

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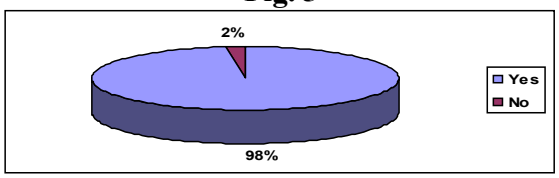

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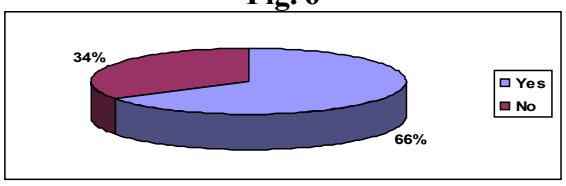

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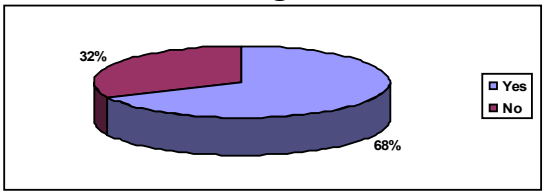

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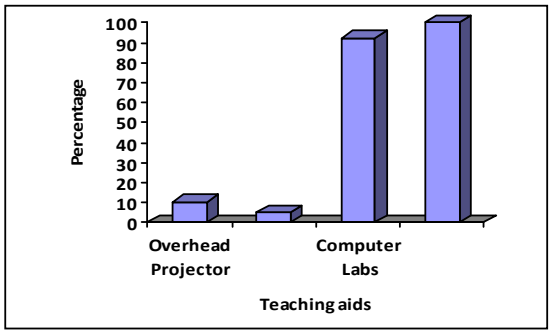

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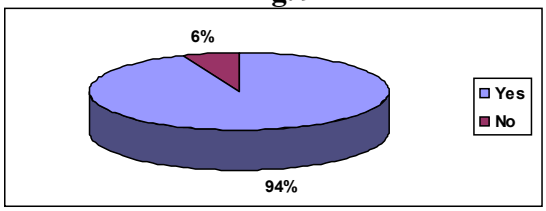

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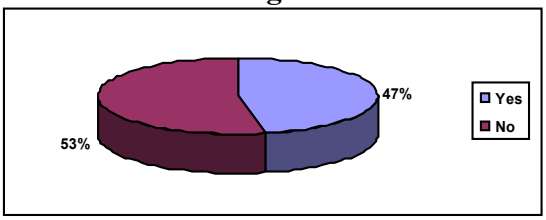

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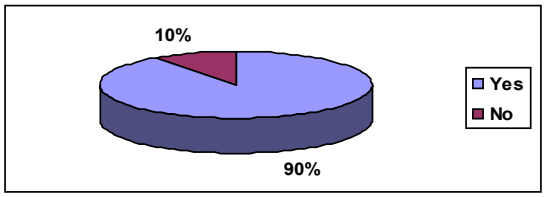

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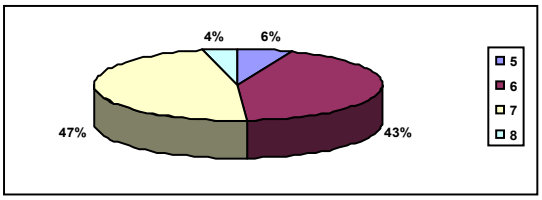

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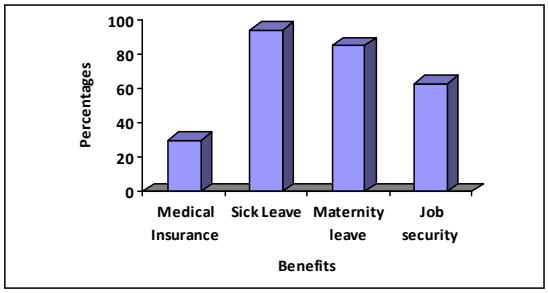

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benefits also play on important role and only 2% of the respondents of the view that work pressures and demands can be a positive aspect of our work experience but where we see them as excessive and beyond our ability to cope we are likely to feel overloaded and stressed.

83% of the respondents joined teaching profession because they liked this profession whereas 10% of respondents joins teaching profession by chance and not by choice and 4% respondent were of the view that they joined teaching profession because it needs lesser efforts as compared to other professions. Whereas only 3% of respondents of the view that there was no other option available at that time.

For getting job these days various options were given in the questionnaire. As per the analysis of various options, 56% of respondents were of the view that merit approach and money matters most for getting job these days, 17% respondents believed that only merit matters most for getting job. 12% respondents gave responses in favour of experience they believe that preference of job is given on the basis of job experience. For 11% respondents, approach and for 4% respondent money matters most for getting job these days.

As far as infrastructural facilities are concerned, 56% of respondents were of the view that there is well stocked library in their school whereas 44% of respondents were teaching in those schools where there is no well stocked library in their school.

98% of the respondents gave favorable response that there is availability of computer lab in their schools. Where as only 2% of the respondent gave response in negative form that these is no computer lab in their school.

66% of respondents gave positive response on availability of internet in their school whereas remaining 34% of the respondents gave negative response on this part.

In case of availability of well equipped classrooms 68% of respondents gave positive response and 32% of the respondents gave negative response on this part. Respondents could choose more than one option

On asking the teachers about the teaching aids used 100% respondents were of the view that there are well equipped science labs for medical students. 92% of respondents said that computer lab were sufficient and 10% of respondents said that overhead projector and only for 5% of respondents. Multimedia projectors are used in their schools.

As far as working conditions are concerned 94% of respondents gave response in positive form that proper lighting facility is provided in their schools where as only 6% of respondents gave response in negative form. They felt that there is no proper lighting facility available in their school.

For provisions of generator in the schools 53% of respondents gave negative response whereas 47% of the respondents gave response in favour that there is provision of generator their school.

For proper variation facility in class rooms, 90% of the respondents are of view that there is proper ventilation in the class room whereas only 10% of respondents were of the view that the rooms in their schools are suffocated there is no proper ventilation in the rooms.

Respondents could choose more than one option

Regarding benefits provided on the job 94% of respondents were of the view that there is facility of sick leave, for 85% of respondents maternity leave, for 63% of respondents job security and for 30%

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medical insurance benefits are provided to on the job.

Data Analysis And Interpretation (Section B): As the objective of the study is to ascertain the perception of respondents that is how the opportunity for promotion and behavior of the boss affect quality of working life. To achieve this objective the technique of factor analysis has been employed. Factor analysis is a multivariate analysis technique used for data reduction and summarization. In conducting research, there may be large number of variables, most of which are correlated and which must be reduced to a manageable level. Relationships among sets of many interrelated variables are examined and represented in terms of a few underlying factors.

Table No. 1.1: Factor Analysis

Communalities	Initial	Extraction
A1	1	0.721
A2	1	0.565
A3	1	0.659
A4	1	0.389

Extraction Method : Principal Component Analysis

In factor analysis, each variable is expressed as a linear combination of underlying factors. The amount of variance a variable shares with all the other variables included in the analysis is referred to as communality. Thus, communality is the amount of variance a variable shares with all the other variables being considered. This is also the proportion of variance explained by the common factors.

Under "communalities", "initial" column, it can be seen that the communality for each variable A1 to A4 is 1.0 as unities were inserted in the diagonal of the correlation matrix.

Extraction Method : Principal Component Analysis

The first factor explains the largest portion of the total variance. The second factor amounts for most of the residual variance subject to being uncorrelated with the first factor. The second factor explains the second highest variance and so on.

The table of "Initial Eignenvalues" gives the eigenvalues. The eigenvalue represent the total variance explained by each factor. The eigenvalues for the factors are in decreasing order to magnitude as we go from variable 1 to 4. the eignevalue for a factor represents the total variance attributed to that factor. The total variance accounted for all the variables is 4 which is equal to the number of variables. Factor 1 amount for a variance of 1.197 which is 1.197/4 or 29.927 percent of the total variance. Likewise, the second factor accounts for 1.136/4 or 28.405 percent of the total variance. The first two factors combined account for 58.332 percent of the total variance.

In order to summarize the information contained in the original variables, a small number of factors are extracted. Only factors with a variance greater than 1.0 are included. Factors with variance less than1.0 are no better than a single variable. Here 2 factors were generated with a cumulative percentage variance of 58.33.

EXTRACTION METHOD : PRINCIPAL COMPONENT ANALYSIS

ROTATION METHOD: VARIMAX WITH KAISER NORMALIZATION

A Rotation Converged in 3 iterations

Factor loadings are the correlations between the variables and the factors. A coefficient with a large absolute value indicates that the factor and the variable are closely related. The coefficients of the factor matrix are used to interpret the factors. Although the initial or unrotated factor matrix indicates the relationship between the factors and the individual variables, it seldom results in factors that can be interpreted, because the

factors are correlated with many variables. Therefore, through rotation the factor matrix is transformed into a simpler one that is easier to interpret. Rotation does not affect the communalities and the percentage of total variance explained. As depicted in the above table, the variance explained by the individual factors is redistributed by rotation.

The method used for rotation is the varimax procedure. This method of rotation minimizes the number of variables with high loadings on a factor, thus enhancing the interpretability of factors. Rotation brings simplicity and enhances interpretability of factors. Variable A2 and A3 load high on factor 1 after rotation. The variables A1 and A4 associate highly with factor 2.

After employing factor analysis 2 factors were generated with a cumulative percentage variance of 58.33 the final step in factor analysis is the naming of factors. The labeling is intuitively developed representing the underlying dimensions. Looking at factor 1, it was found that good opportunity of advance and promotion on the basis of ability were highly significant variable. Hence, we can name factor 1 appropriately as good opportunity of advancement and promotion on the basis of ability. Looking at factor 2 we found that limited opportunity for advancement and no further scope for progress were the associated variables. Hence we name factor 2 as limited opportunity for advancement and no further scope of progress.

From the analysis it follows that good opportunity for promotion and promotion on the basis of ability is the most important factor. Limited opportunity for advancement and no further scope for progress is the second most important factor followed.

EXTRACTION METHOD : PRINCIPAL COMPONENT ANALYSIS

In factor analysis, each variable is expressed as a linear combination of underlying factors. The amount of variance a variable shares with all the other variables included in the analysis is referred to as communality. Thus, communality is the amount of variance a variable shares with all the other variables being considered. This is also the proportion of variance explained by the common factors. Under "communalities" , "initial" column, it can be seen that the communality for each variable B1 to B9 is 1.0 as unities were inserted in the diagonal of the correlation matrix.

EXTRACTION METHOD : PRINCIPAL COMPONENT ANALYSIS

The first factor explains the largest portion of the total variance. The second factor amounts for most of the residual variance subject to being uncorrelated with the first factor. The second factor explains the second highest variance and so on.

The table of "Initial Eignenvalues" gives the eigenvalues. The eigenvalue represent the total variance explained by each factor. The eigenvalues for the factors are in decreasing order to magnitude as we go from variable 1 to 9. The eignevalue for a factor represents the total variance attributed to that factor. The total variance accounted for all the variables is 9 which is equal to the number of variables. Factor 1 amount for a variance of 1.532 which is 1.532/9 or 17.017 percent of the total variance. Likewise, the second factor accounts for 1.456/9 or 16.175 percent of the total variance. The third factors amount for a variance of 1.285/9 or 14.279 percent. The fourth factors amount for a variance of 1.155/9 or 12.829 percent. The four factors combined account for 60.301 percent of the total variance.

In order to summarize the information contained in the original variables, a small number of factors are extracted. Only factors with a variance greater than 1.0 are included. Factors with variance less than1.0 are no better than a single variable. Here 2 factors were

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generated with a cumulative percentage variance of 60.3.

After employing factor analysis 4 factors were generated with a cumulative percentage variance of 60.3 the final step in

Table No.1.2

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.197	29.927	29.927	1.197	29.927	29.927	1.195	29.882	29.882
2	1.136	28.405	58.332	1.136	28.405	58.332	1.138	28.45	58.332
3	0.907	22.665	80.996						
4	0.76	19.004	100						

ROTATION METHOD: VARIMAX WITH KAISER NORMALIZATION

Factor loadings are the correlations between the variables and the factors. A coefficient with a large absolute value indicates that the factor and the variable are closely related. The coefficients of the factor matrix are used to interpret the factors. Although the initial or unrotated factor matrix indicates the relationship between the factors and the individual variables, it seldom results in factors that can be interpreted, because the factors are correlated with many variables. Therefore, through rotation the factor matrix is transformed into a simpler one that is easier to interpret. Rotation does not affect the communalities and the percentage of total variance explained. As depicted in the above table, the variance explained by the individual factors is redistributed by rotation. The method used for rotation is the varimax procedure. This method of rotation minimizes the number of variables with high loadings on a factor, thus enhancing the interpretability of factors. Rotation brings simplicity and enhances interpretability of factors. Variable B1, B4, B7, B8 and B9 load high on factor 1 after rotation, variable B2 load high on factor 2, B6 load high on factor 3, variable B3 and B5 load high factor 4.

Table No.1.3

Rotated Component Matrix(a)

	Component	
	1	2
A1	0.292	**0.798**
A2	**0.735**	0.155
A3	**0.436**	-0.685
A4	-0.616	**0.095**

factor analysis is the naming of factors. The labeling is intuitively developed representing the underlying dimensions. Looking at factor 1, it was found that principal acts as a guide, allows to attend refresher courses, reasonable attention to suggestions and job satisfaction are highly significant variables. Looking at factor 2 we found that Consideration of teacher's opinion at the time of taking decision, factor 3 named as factor 1, it was found that principal acts as a guide, and factor 4 named as opportunity to present problems in front of principal and role of favourism in the institute.

3. CONCLUSION

As per the objective of the study to analyse the quality of working life two statistical techniques naming weighted average and factor analysis were used. As per the results of weighted average technique. It can be concluded that overall work environment, reputation of the organization

and salary are most important factors for determining quality of working life. As per the results most of the respondents joined teaching profession because they liked it and about more than 50% of respondents said that merit, money and approach all the required to get job these days. As far as working conditions and benefits provided on the job, most of the employees are in favour of proper working conditions and benefits provided to them. As per the results of factor analysis under variable A factor 1 named as good opportunity of advancement and promotion on the basis of ability and factor 2 limited opportunity for advancement and no further scope of progress are highly significant variables. Under variable B factor 1 named as principal acts as a guide, allows to attend refresher courses, reasonable attention to suggestions and job satisfaction are highly significant variables. Looking at factor 2 we found that Consideration of teacher's opinion at the time of taking decision and factor 3 named as all teachers work as a team in the institute and factor 4 named as opportunity to present problems in front of principal and role of favourism in the institute are highly significant variables respectively.

In short the above analysis showed

Table No.1.4

Name of Factor	Item label	Factor Loadings
Factor 1 Good opportunity for promotion and promotion on the basis of ability	A2 A3	0.735 0.436
Eigen value %age of variance	1.97 29.927	
Factor 2 Limited opportunity for advancement and no further scope for progress	A1 A4	0.798 0.095
Eigen Value%age of variance	1.136 28.405	

Table No. 2.1
Communalities

	Initial	Extraction
B1	1	0.601
B2	1	0.548
B3	1	0.700
B4	1	0.641
B5	1	0.432
B6	1	0.708
B7	1	0.643
B8	1	0.611
B9	1	0.544

Extraction Method: Principal Component Analysis.

Table No.2.2
Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	**Total**	**% of Variance**	**Cumulative %**	**Total**	**% of Variance**	**Cumulative %**	**Total**	**% of Variance**	**Cumulative %**
1	1.532	17.017	17.017	1.532	17.017	17.017	1.429	15.881	15.881
2	1.456	16.175	33.192	1.456	16.175	33.192	1.354	15.049	30.93
3	1.285	14.279	47.471	1.285	14.279	47.471	1.331	14.787	45.717
4	1.155	12.829	60.301	1.155	12.829	60.301	1.313	14.584	60.301
	0.939	10.431	70.732						
	0.854	9.484	80.216						
	0.655	7.272	87.488						
	0.601	6.681	94.169						
	0.525	5.831	100						

Extraction Method: Principal Component Analysis.

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Table No. 2.3
Rotated Component Matrix(a)

	Component			
	1	2	3	4
B1	**0.734**	0.244	0.036	-0.036
B2	0.198	**0.710**	0.032	-0.067
B3	0.217	-0.105	0.102	**0.795**
B4	**0.743**	-0.266	-0.126	0.048
B5	-0.056	0.385	0.094	**0.521**
B6	0.148	0.051	**0.821**	0.099
B7	**0.205**	0.033	-0.774	0.023
B8	**0.409**	0.182	0.140	-0.625
B9	**0.133**	-0.725	0.033	-0.002

that QWL in govt. schools is good but still there are many schools available in rural areas where facilities are provided but there is lack of many facilities. So, to improve the overall QWL in govt. schools rural areas schools should be given more attention.

4. SUGGESTIONS

- There is a problem of library in govt. schools every school should be furnished with library. So that rural students can get benefit of literature and science books.
- Canteen facility should be provided to teachers and students to make them fresh during recess time.
- To raise the prestige of the teachers, their work should be evaluated at each step and according to the evaluation of work, they should be given awards and merit certificate.
- Facility of quarters to live in schools should be provided to teachers.
- Government should provide teachers according to the strength of the students.

Table No.2.4

Name of Factor	Item label	Factor Loadings
Factor 1 Principal acts as a guide Allows to attend Refresher courses Reasonable attention to suggestions Job satisfaction	B1 B4 B7 B8 B9	0.734 0.743 0.205 0.409 1.133
Eigen value %age of variance	1.532 17.017	
Factor 2 Consideration of teacher's opinion at the time of taking decision	B2	0.710
Eigen value %age of variance	1.456 16.175	
Factor 3 All work as a team in the institute	B6	0.821
Eigen value %age of variance	1.285 14.279	
Factor 4 Opportunity to present problems in front of principal Role of favourism in the institute	B3 B5	0.795 0.521
Eigen value %age of variance	1.155 12.829	

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