



Quality of Work Life (QWL) In Higher Education: HR Strategy as a Means for Sustainable Development

Chandrashekar M. Mathapati

Faculty, Department of PG Studies and Research in Management, Karnataka State Women's University, Vijayapur – 586 108
Karnataka, India
Chandu.math@gmail.com

Abstract: Higher education is the key of success of a nation which boosts the economic potential of entire nation leading to the development of the nation. This is like a middleware transformation engine which produces manpower for industry, develops entrepreneurship and motivates young minds for R&D. This responsibility is on the shoulders of educational employees to understand and transform the energy and knowledge of students in an effective and efficient manner. An abundance of research studies suggested that the quality of work life (QWL) is one of the most significant and efficient tools of human resource management. QWL programs encourage employees, make balance between professional, personal & social life and ultimately enhances employee job satisfaction. Therefore improving Quality of work life of employees has been regarded as one of the best strategies of managing human resource by HR department. Providing good QWL to employees helps in increasing productivity and efficiency, reducing cost and thereby earning good reputation. QWL represents a concern for human dimensions of work. In India, after globalization higher education is given more importance and this sector is attracting highly qualified people as salary and other facilities provided in higher education are lucrative. Therefore, there is a need to study QWL provided to employees in higher education field. Present study is descriptive in nature based on primary data collected from lecturers working in various degree colleges in the state. It tries to analyze the existing financial and non-financial employee benefit schemes provided by Government and private educational institutions in Karnataka. The study makes an attempt to assess the positive outcomes of providing QWL to employees and offer suggestions.

Index Terms— Quality of work life, higher education, Sustainable Development, Educational Employees, HR. (key words)

I. INTRODUCTION

II. Education is the backbone of any country and educational industry works as a supplier for other industries. In comparison to primary and secondary education, higher education plays a major role in the growth of a nation's economy. This has a direct & a deep relation to the industry. Higher education is working as an interface between students and industries. Here students are trained for the specific subjects, technologies, sectors and domains as per the current industry requirements. Higher education is the first and foremost which faces the requirement & challenges of the industry and society. The effectiveness and efficiency of education industry is directly dependent on employees only because the infrastructure and technology is lesser required in comparison to other industries. On an average employees spend around twelve hours daily at the work place, which is

around one third of entire life; this influences the overall employee's life. "Quality of Work Life (QWL)" is a human resource management concept which is used to improve the work life of employees. This in turn improves the employee's family and social life both. Four decades have passed since the phrase "Quality of Work Life" was first introduced, but in India it is still a new concept to emerge. Quality of Work Life is the umbrella which covers all the aspects of work life of employees. So QWL is a way through which an institution gets aware of its responsibility to develop jobs and working conditions which are excellent for people and beneficial for the economic health of the institution. India's developing economy is rising with liberalization, privatization, automation and globalization. These factors affect the life of educational institution employees also. It becomes more challenging for employees to cope up with advancements so that they are able to prepare the new generations to stand matched to the market demand. With this challenge, it is necessary to provide a better and flexible working environment for employees so that they can give their best to the institutions. Lots of research has been done to measure the QWL of public, private and government organizations including banks, insurance and IT sectors but a mere research conducted for educational institutions. Unfortunately, there are troubling signs about the quality of work life of educational industry employees in many of the nation's institutions. These signs have far-reaching implications for student learning, economic and social equality, and the growth rate of the Indian economy as a whole. Education is potentially the greatest social equalizer in society and higher education plays a critical role and thus provides a very deep impact in creating society, culture, and economic wellbeing of new generation. So the educational employees' quality of work life is a necessary—indeed, the key—ingredient for improving our nation.

Human resource development is essential for the economic development of any country. Number of researches proved that satisfied employees contribute to the success of any organisation. Educational institutions are not an exception to this argument. Education sector is the major indicator of human development. Unless the domestic sectors of education develop, overall human development is highly difficult. In order to bring excellence in providing services and to face cut throat competition from foreign universities, there is a need to recruit and retain qualified, able, and experienced teachers in Indian Universities and educational institutions that has a competitive edge over foreign Universities. In the light of



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above discussion there is a need for providing better Quality of work life to Indian Professionals working in Indian Universities. Quality of work life is a humanistic approach directed towards bringing welfare to its employees. Quality of work life efforts focus not only on how people can do work better, but on how work may cause people to be better (Nadler & Lawler, 1983). The balanced focus of Quality of work life on both how people can do work better and how work may cause people to be better may be critical to the success or failure of recent and future organisations, as it might help the organisations retain their key and most talented employees.

III. LITERATURE REVIEW

Anuradha S, Pandey P.N. (1975) made a study of relationship between organisational commitment and Quality of work life of managers working in Bharath Heavy Electricals Limited, a public sector undertaking. They confirmed the positive contributions of Quality of work life on efficiency and human wellbeing from the point of view of Indian economic development. M. L. Monga and Ashok Maggu (1981) studied the Quality of work life of employees working in public sector in northern India. They found that there is strong direct relationship between Quality of work life and performance of employees working in Indian public sectors. Ogden Brown Jr. (1984) examined the chances of improving the Quality of work life through effective organisational design and management. He concluded that good quality of work life programs were one of the best methods to increase organisational performance and quality of work life for the individual working in an organisation. Rao Rukmini V A (1986) undertook a comparative study of Quality of work life of men and women employees doing similar type of work and also she analysed the effect of work on women employees. The study finding showed that the Quality of work life score was significantly more for men employees because men employees had higher score for opportunities to learn new skills, challenge in work, and presence of discretionary elements in work. Muralidhara Mayyarpady (1997) made research on quality of work life of police personnel working in Karnataka state. In his study he selected satisfaction with earnings, level of work load, chances of feeling a sense of accomplishment at the end of the day, proportion of police duties enjoyed, level of personal and job security, level of satisfaction with superiors. The research findings showed that more than 40% of women police were dissatisfied at police station level. Majority of women police expressed dissatisfaction over lack of opportunities, unequal treatment between men and women, lack of comfortable uniforms and equipments, lack of objective performance evaluation criteria, promotion standards and absence of proper provision for married police women to live with their families. DR. J Vignesh Shankar (2010) studied the relationship between Quality of work life and career satisfaction of employees in information technology organisations, education institution and manufacturing units of Chennai. He concluded that career balance has a significant impact on Quality of work life. Varatharaj V, Vasantha S, Varadharajan R (2012) made a

comparative study of quality of work life, positive work attitude, job satisfaction and organisational effectiveness of employees working in service sector. The research results shows that Quality of work life make a valuable contribution to the improvement of job satisfaction and responsible for change in work related attitudes like working condition, co-worker, management, job etc., Rames P (2011) undertook a research on quality of work life of faculty in B-Schools. His finding shows that there is no significant difference between male and female in respect of opinion about Quality of work life, institutional affiliation, and corporate experience. And there is significant difference between age capabilities, skills and Quality of work life. Sanker M, Mohan raj R (2013) made a study of prevailing quality of work conditions in SAGO Mills and tried to identify the role of quality of work life in sustaining the work culture of employees of SAGO mills. The study concluded that employees who have great work culture tend to have high expectations in Quality of work life and job satisfaction.

IV. OBJECTIVE OF THE STUDY

In India education sector proved to be major employment provider. Therefore there is a need to study Quality of work life provided by these organisations as a retention strategy. The objectives of the study are as follows

- Study of QWL and redefine the QWL for higher educational institutions.
- To know the personal, organisational and career related aspects of respondents.
- To study various factors contributing to Quality of work life of lecturers.
- Present scenario of QWL in higher educational institution.

V. RESEARCH METHODOLOGY

VI. The present study is descriptive in nature. It tries to analyse the Quality of work life in the form of financial and non financial welfare facilities provided by Government and Private degree colleges under Department of collegiate education, Karnataka. The study uses primary data in the form of structured questionnaire for collecting relevant data and secondary data was collected from journals, periodicals, electronic data base, published and unpublished research studies. Response from 100 lecturers working in Government and private colleges were collected with the help of questionnaire. The respondents were asked to rate their answers in 5 point Likert scale. Collected data was statistically analysed with the help of statistical package for social science. Factor analysis has been conducted using principal component analysis with 5% significance level. And other statistical tests like KMO and Bartlett's test and Rotated Components Matrix were used.



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TABLE 1: NUMBER OF RESPONDENTS

Demographic and Other variables	Number
AGE	
Less than30	31
30-40	45
40-50	18
50 and above	06
MARITAL STATUS	
Married	72
Unmarried	28
MONTHLY INCOME	
Below 40000	54
40000-60000	25
60000-80000	13
80000 and above	08
EDUCATIONAL QUALIFICATION	
POST GRADUATION	67
MPHIL	21
PhD	12
WORK EXPERIENCE	
0-9 years	42
10-19 years	37
20-29 years	18
30 and above	03

TABLE-3 TOTAL VARIANCE EXPLAINED

Component	Initial Eigen values			Extraction Sums of Squared		
	Total	% of Variance	Cumulative %	Loadings		
				Total	% of Variance	Cumulative %
1	6.915	27.660	27.660	6.915	27.660	27.660
2	2.171	8.685	36.345	2.171	8.685	36.345
3	1.685	6.741	43.086	1.685	6.741	43.086
4	1.442	5.766	48.852	1.442	5.766	48.852
5	1.289	5.157	54.009	1.289	5.157	54.009
6	1.215	4.859	58.868	1.215	4.859	58.868
7	1.127	4.506	63.374	1.127	4.506	63.374
8	1.019	4.076	67.451	1.019	4.076	67.451
9	.869	3.477	70.927			
10	.792	3.168	74.096			
11	.786	3.145	77.241			
12	.724	2.897	80.137			
13	.667	2.667	82.805			
14	.613	2.451	85.255			
15	.542	2.167	87.422			
16	.488	1.950	89.372			
17	.425	1.699	91.071			
18	.392	1.567	92.638			
19	.374	1.497	94.135			
20	.347	1.390	95.525			
21	.312	1.249	96.774			
22	.275	1.098	97.872			
23	.217	.868	98.740			
24	.178	.713	99.453			
25	.137	.547	100.00			

VII. DATA ANALYSIS AND INTERPRETATION

Demographic profile of respondents is presented in Table-1. The respondents are lecturers working in degree colleges in Karnataka. The respondents age profile show that majority of respondents belong to age bracket of 30 to 40 years (45%). Majority of respondents have post graduate qualification (67%) and 42% of respondents have 0 to 9 years of experience.

TABLE-2 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.783
Bartlett's Test of Sphericity	Approx. Chi-Square	944.361
	Bartlett's test of sphericity	300
	Df.	
	Sig.	.000

Kaiser-Mayer-Olkin and Bartlett's test (KMO) revealed that the data used is accurate and valid. As the KMO measure of sampling adequacy is .783. This value is greater than .5 which is the minimum acceptance level.

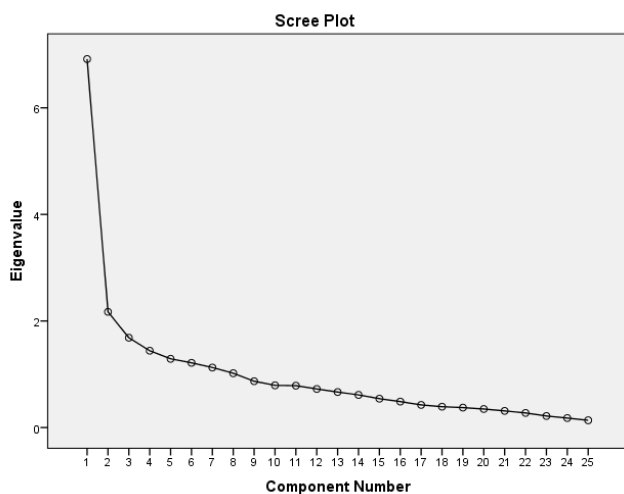
Extraction Method: Principal Component Analysis

Twenty five variables were identified to describe Quality of work life. These variables were subjected to principal component analysis. The analysis found eight components out of which 27.660% of variance explained by component 1, 8.685% of variance is explained by component 2, 6.741% of variance explained by component 3, 5.766% of variance is explained by component 4, 5.157% of variance is explained by component 5, 4.859% of variance is explained by component 6, 4.506% of variance is explained by component 7 and 4.076% of variance is explained by component 8. Above eight elements are able to explain Quality of work life with total level of 67.451% variance.



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The screen plot shows clearly that the first component has a higher Eigen value when compared to other components. Therefore component one explains most number of variables defining Quality of work life. As principal component analysis shows redundancy i.e., some variables are correlated with one another, because they are measuring the same construct. In this case construct being Quality of work life.

Helpful	.550	.509						
management								
Relationship	.528							
Feedback	.580	.624						
Performance		.598						
Appraisal								
Increment in								
Salary								
Recognition								
Proud to								
Work								
Good			.587					
Working								
Environment								
Training				.519				
Good Rapport					.507			
Security						.716		
Promotion								.551

Extraction Method: Principal Component Analysis.

TABLE-3 COMPONENT MATRIX

	Component							
	1	2	3	4	5	6	7	8
Infrastructure	.738							
Institute	.695							
Involvement								
Development	.695							
Satisfied With	.670							
Salary								
Safety	.651							
Motivation	.637							
High Quality	.615							
Teaching								
Compensation	.600							
Factor								
Skill Set	.587							
Acceptance of	.586							
Suggestions								
Job Security	.577							
Welfare	.565							
Opportunities	.561							
for								
Advancements								

Rotated component matrix showed 8 factors influencing Quality of work life. Out of these eight components component 1 i.e., infrastructure, development, salary, safety, motivation, quality of teaching, compensation factor, skill, job security, welfare, and opportunity for development explain almost 28% of Quality of work life hence these variables are found to be prominent variables.

VIII: FINDINGS AND SUGGESTIONS

Preset study shows that following factors influence Quality of work life prominently. They are work related factors, performance appraisal, feedback, working environment, training, good rapport, security, and promotion. Employers should give more importance to the above factors while introducing better Quality of work life to its employees. Based on the data analysis and findings following recommendations are made.

1. Colleges can take necessary measures to utilize employees more effectively by improving their working conditions.
2. Lecturers can be given necessary training to attain professional excellence and competence.
3. Colleges should take necessary steps to bring quality in Quality of work life into their institutions. As many research studies show that Quality of work life has positive impact on work.
4. Employees should be educated regarding Quality of work life initiative taken by employer. And this initiative should be taken care till it completed.
5. Care must taken to reduce resistance to change.



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IX: CONCLUSION

Present study was carried out with the objective of analysing factors influencing Quality of work life of degree colleges. The study shows that employee friendly facilities to employees will result in better Quality of work life. The study also found that providing improved work related factors, performance appraisal, feedback, working environment, training, good rapport, security, and promotion will result in improvement in Quality of work life of faculties/lecturers.

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