

PERCEPTIONS OF QUALITY OF WORK LIFE AMONG MANAGEMENT STUDIES FACULTY MEMBERS

Dr.E.Muthukumar¹, Dr.P.Shiney², Dr.M.Priya³, Shanker Prabu.M⁴, Dr.S.Shankarii⁵

- ¹ Professor, Department of MBA, Nehru Institute of Engineering and Technology, Coimbatore, Tamilnadu, India
- ² Assistant Professor, School of Commerce, Nehru Arts and Science College, Coimbatore, Tamilnadu, India
- ³ Assistant Professor, School of Commerce, Nehru Arts and Science College, Coimbatore, Tamilnadu, India
- ⁴ Assistant Professor, School of Commerce, Nehru Arts and Science College, Coimbatore, Tamilnadu, India
- ⁵ Assistant Professor, Department of Business Administration, Sri Krishna Adithya College of Arts and Science, Coimbatore, India

Abstract

Today's trend poses a great challenge to the educational institutions to lead their knowledge workers holistically. The key to manage this is through enhancing their quality of Work Life. Quality of Work Life is the degree to which work in an organization contributes to material & psychological well-being of its members. The purpose of this research study is to empirically measure the perception of quality of work life among faculty of management studies in Theni Distrct. Descriptive research design was adopted for this research study. 226 Faculty of Management Studies working in Theni Distrct constitutes the Universe. Simple random sampling method was adopted to derive 134 samples from the Universe. A structured Questionnaire was administered to collect primary data and was constructed based on Walton's (1973) eight major conceptual categories to Quality of Work Life (Adequate and Fair compensation, Safe and Healthy Working Conditions, Immediate Opportunity to Use and Develop Human Capacities, Opportunity for Continued Growth and Security, Social Integration in the Work Organization, Constitutionalism in the Work Organization, Work and Total Life Space and Social Relevance of Work Life Capacities). The collected data was then analysed using Statistical Package for Social Sciences (SPSS) and Structural Equation Model to draw inferences for this research study. The result of this empirical study indicates that Social Relevance of Work Life is the prime factor in determining the Quality of Work Life of Faculty of Management Studies and the proposed model is a good fit and it proves to be of significance for the further researchers.

Keywords: Perception, Quality of Work Life, Life Space, Safe and Healthy Working Conditions

1. Introduction

Quality of Work Life

In today's context, Success metrics of organizations are substantiated by its ability to attract, develop, and retain talented workforce. To a large extent, people define themselves and others in terms of their work (Deci & Ryan, 1985). Work demands a major proportionate share in the life of human beings. Therefore Quality of work life in organization is a major component of quality of life in general (Lawler, Nadler & Cammann, 1980). QWL is the employees' mental perception arising from the physical and psychological desirability in the work place. According to Harrison, "QWL is the degree to which the work of an organization contributes to material & psychological well-being of its members". When organization offers quality of work life to their employees, it acts as a good indicator to boosts its image in attracting and retaining employees. This is important as it points out firms are able to offer appropriate working environment to employees (Noor and Abdullah, 2012). Many factors contributes to QWL which includes adequate and fair remuneration, safe and healthy working conditions and social integration in the work organization that enables an individual to develop and use all his or her capacities (Gupta and Sharma, 2011: 80). Walton (1973) proposed an ideal quality of work life programme that includes practices in eight major areas such as adequate and fair compensation, safe and healthy working conditions, immediate opportunity of use and develop human capacities, opportunity for continued growth and security, social integration in the work organization, constitutionalism in the work organization, work and the total life space, and social relevance of work life. Regardless of the growing complexity of work life, Walton's eight-part typology of the dimensions of QWL remains a useful analytical tool (Daud, 2010)

Higher Education in India

India's Higher education system is the third largest in the world, next to U.S and China. Education plays a significant role in human resource development of the country by creating skilled manpower, enhancing industrial productivity and improving the quality of life of its people. The Vision of Higher education department under ministry of HRD is to realize India's human resource potential to its fullest in the Higher Education sector, with equity and inclusion.

Economy in the 21st century is the knowledge-based economy which is highly global, informative, technology-based and highly concerned with society and environment. In context of today's global world, the higher education plays a vital role in economic development of both developed and less developed countries. For these higher education institutions, the faculty are the most valuable human asset that can be a source of competitive advantage. Education sector has also become a potential employment sector due to increasing employment opportunities in the higher education sector, the retention of competent faculty members has become the key for success. Organizations that are not successful in retaining their employees may suffer as an employee may join a competitor or may directly enter into the competition. Research also shows

that the higher retention rate saves the time and cost accrued on staffing and training of new employees and it could be spent on employee performance improvement measures. A high employee turnover also results in low efficiency, employee performance and morale of employees. The major HR challenge facing Higher education in India is attracting, developing and retaining competent faculty. Hence the Key to success is to explore and enrich Quality of Work life to attract, develop and retain competent Faculty.

2. Review of Literature

Quality of Work Life – Dimensions

Yustinus Budi Hermanto, Veronika Agustini Srimulyani, Didik Joko Pitoyo (2024), in their contribution It is hoped that the results of this research can provide good information for high school administrators in Madiun City and other researchers regarding variables related to improving organizational citizenship behavior from teachers. Three variables are studied from among the many that relate directly or indirectly to organizational citizenship behavior. However, the findings are quite interesting and provide a new contribution to researching positive behavior in educational organizations. This research emphasizes the importance of transformational leadership from the Principal as a significant predictor in improving the quality of work-life, organizational commitment, and OCB of teachers.

Seema Arif, Safia Iqbal, & Farah Deeba (2020), in their study attempt that the results indicate that perceptions of career satisfaction are strongly associated with WLB, meaning that unless WLB is achieved, career satisfaction will remain low. According to regression results, both family-towork and work-to-family spillover are the strongest risk factors causing a variance in WLB and career satisfaction perceptions. The Rho scores indicate that the perceptions of inequality are negatively and significantly associated with WLB, indirectly contributing to the reduction in career satisfaction. It means that the unequal distribution of rewards negatively affects satisfaction with perceived organizational support, job design, and academic freedom and weakens the perceptions of QWL by diminishing the relationship of all these variables with WLB. The perceptions about QWL of the faculty teaching in the universities located in Lahore are very weak. Unless the universities implement some policies to manage negative spillover and improve work-life balance, faculty career satisfaction will not improve. Universities have been slow to realize the importance of developing a family-friendly work environment and/or publicizing it. It is felt that certain management embargos restrict knowledge managers to transform into knowledge leaders. Until the bureaucratic governance prevails, cutting the wings of researchers to fly high and reach the skies of their dreams, the dream of entrepreneurial universities will not be realized.

M. Bhavani, M. Jegadeeshwaran, (2014), in their study the employees happy and satisfied and also to ensure the quality of work life at the work place. Job satisfaction and quality of work life needs to be addressed positively to keep them motivated to contribute to the organizational effectiveness and growth. With this background in mind, the present paper aims to study the

aspects of job satisfaction and quality of work life among working women teachers in educational institutions coming under University of Mysore. For the purpose of data collection 289 women teachers have been selected using stratified random technique. The present study aims to understand the relationship between job satisfaction on quality of work life. The result of the study shows that there is positive impact of job satisfaction on quality of work life of women teachers.

The term Quality of work life (QWL) was first introduced by Louis Davis at the forty-third American Assembly on the Changing World of Work at Columbia University's Arden Hous e in 1970's. According to Nadler and Lawler III (1982), QWL refers to an individual's perception of, and attitudes towards, his or her work and the total working environment. In simpler words, QWL can be defined as an individual's evaluative reactions to, and satisfaction with, his/her work and the total working environment. The evolution of QWL began in late 1960s emphasizing the human dimension of work that was focussed on the quality of the relationship between the worker and the working environment (Rose et. al, 2006: Tabassum et. al, 2011). A planned change in the working environment is the need of the hour to improve QWL in India. Improved .Flexible working environment can be an answer to the multifarious roles of the Indian employees. QWL of the college teachers could be enhanced by integrating the task role and social role (Subburethina Bharathi, Umaselvi, 2009). QWL is a combination of strategies, procedures and ambience related to workplace that altogether, enhance and sustain the employeesatisfaction by aiming at work conditions for the employees of the organizations (Nazir et. al, 2011).

It is difficult to best conceptualize the QWL elements (Seashore 1975). For review of literature, the most QWL studies preferred the concept of QWL by Walton's definitions (Timmosi, et. al, 2008: Boonrod, 2009).

Walton (1973), proposed eight major conceptual categories to QWL (1) adequate and fair compensation, (2) Safe and healthy working conditions, (3) Immediate opportunity to use and develop human capacities, (4) Opportunity for continued growth and security, (5) Social integration in the work organization, (6) Constitutionalism in the work organization, (7) Work and total life space and (8) Social relevance of work life capacities. Regardless of the growing complexity of working life, Walton's eight-part typology of the dimensions of QWL remains a useful analytical tool (Daud, 2010).

The above table presents a summary of a number of previous studies indicating the various factors deemed to be of significance to Quality of Work Life.

3. Methodology Framework

3.1 Objective of the Study

- 1. To Empirically Study the factors contributing to Quality of Work life of faculty
- 2. To provide insights to educational administrators on the areas of enhancing quality of work life of their faculty

3. To aid other researchers in the study of factors contributing to Quality of Work life

3.2 Scope of the Study

The study is proposed to empirically study the perceptions of Quality of Work Life among the Faculty of Management Studies in Theni Distrct. The researcher limited his study to faculty of management studies in Theni Distrct. More comprehensive research is required for generalizations. The research may be conducted to faculty belonging to other specializations and other institutions such as primary schools, Higher Secondary Schools, Nursing Education etc and more geographical areas such as other districts, states etc. Thus this research leaves the scope of conducting future studies.

3.3 Research Design

This study endeavours to study empirically the Quality of Worklife factorsof faculty of management studies. Descriptive research design was adopted for this research study. 526 Faculty of Management Studies working in Theni Distrct constitute the Universe. Simple random sampling method was adopted to derive 234 samples from the Universe. A structured Questionnaire was administered to collect primary data and was constructed based on Walton's (1973) eight major conceptual categories to Quality of Work Life (Adequate and Fair compensation, Safe and Healthy Working Conditions, Immediate Opportunity to Use and Develop Human Capacities, Opportunity for Continued Growth and Security, Social Integration in the Work Organization, Constitutionalism in the Work Organization, Work and Total Life Space and Social Relevance of Work Life Capacities). Secondary data was collected from Journals, Books, web sources etc. The collected primary data was then analysed using Statistical Package for Social Sciences (SPSS) and Structural Equation Model to draw inferences for this research study.

4. Findings

Inference based on Descriptive Statistics

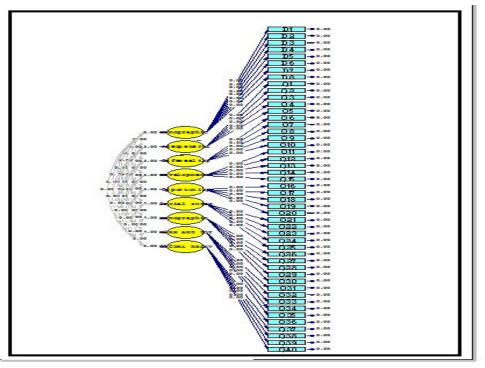
- 1. Length of Service is the key variable among the demographic variables that influences the Quality of Work Life of Faculty
- 2. Social Relevance of Work Life is the prime factor in determining the Quality of Work Life of Faculty
- 3. The respect earned among the friends and relatives as being a Teacher is the key variable among the Social Relevance of Work Life Factor
- 4. The equity of Pay and benefits with academic and administrative Work loads is the key variable in Adequate and Fair Compensation Factor
- 5. Hygienic drinking water, Hygienic toilets, adequate rest intervals are key variables in Safe and Healthy Working Conditions Factor
- 6. Talent utilization is the key variable in Use and Development of Capacities Factor
- 7. Appraisal System Satisfaction is the key variable in Opportunity for continued Growth and Security Factor

- 8. Good interpersonal relations with the Head of the Department is the key variable in Social Integration Factor
- 9. Faculty opinions put to practice is the key variable in Constitutionalism Factor
- **10.** Adequate time for physical and mental exercises is the key variable in Work and Total Life Space Factor.

Structural Equation Modelling

The modified model showing all modifications can be seen in Figure . 1 (Concept Model). It is important to note that the standardized path coefficients between the latent variables and observed variables scores remaining statistically significant.

Figure 1. Modified Model (Concept) – Confirmatory Factor analysis Summary



Model Identification and Estimation:

This model had more pieces of information than parameters to estimate and was found to be overidentified. The model was developed using the covariance matrix from raw data and the estimation technique was maximum likelihood. Model testing was used to evaluate the Nine-factor solution with 48 **Quality of Work Life Perceptions of Faculty of Management Studies**. Fit indices used to determine this fit include Normal Theory Weighted Least Chi Square, Goodness of Fit Index (GFI), Adjusted Goodness of Fit Index (AGFI), Normed Fit Index (NFI), Comparative Fit Index (CFI), and Root Mean Square Error of Approximation (RMSEA). Fit indices used to estimate fit were based on parameters reported by Hancock and Mueller (2006). The fit indices are reported

in Table 1 and indicate an adequate fit of the data to the two-factor model for all the identified factors of 48 items.

Figure 2. Standard Solution Model – Structural Equation Modelling

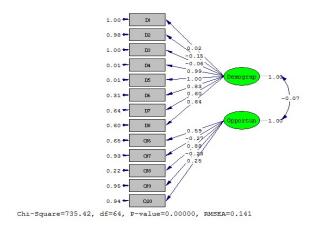


Table 1. Stand Solution—Structural Equation Modelling
Summary for Quality of Work Life Perceptions of Faculty of Management Studies

	Mode						RMSE	
FACTORS	1	χ^2 ,	df	χ^2 , / d.f	NFI	CFI	A	P
						0.90		0.000
ADEQUATE		641.85		10.02	0.89	4	0.208	0
						0.76		0.000
SAFE AND HEALTHY		1521.14		23.76	0.76	8	0.208	0
USE AND	Two	1010.86			0.80	0.81		0.000
DEVELOPMENT	Facto	9		15.79	8	8	0.168	0
	r		64					0.000
OPPORTUNITY	Mode	735.42		11.49	0.75	0.77	0.131	0
SOCIAL	1							0.000
INTEGRATION		392.63		6.13	0.87	0.89	0.094	0
CONSTITUTIONALIS								0.000
M		638.13		9.97	0.8	0.74	0.12	0
WORK AND TOTAL								0.000
LIFE SPACE		603.52		9.43	0.83	0.85	0.12	0

SOCIAL						
RELEVANCE OF						0.000
WORK LIFE	653.32	10.2	0.82	0.76	0.13	0

This study investigated the **Quality of Work Life Perceptions of Faculty of Management Studies** responses. The survey items measuring Quality of Work Life Perceptions of Faculty of Management Studies with their demographic factors were significant and explained a good fit. The present approach is superior to earlier research in that it addresses the primary point of concern in SEM, that being model fit. This investigation incorporates different fit indices, in an effort to demonstrate the influence of each item's elimination on the fit statistics χ^2 , CFI, RMSEA, NFI, and RMESA respectively.

5. Conclusion

In order to enhance the Quality of Work life of Faculty of Management Studies, Educational administrators need to work on Social Relevance of Work Life as it is the prime factor in determining the Quality of Work Life. The Model and factors used to study the Quality of Work Life Perceptions of Faculty with their demographic factors were significant and a good fit. Thus Walton's (1973) eight major conceptual categories to Quality of Work Life is deemed to be of Significance even today to study Quality of Work Life. Thus proposed model is a good fit and it proves to be of significance for the future researchers.

Bibliography

- Aranganathan et al., Elixir Human Resource Management. 44 (2012) 7462-7470
- Ashwini et al., (2014), Quality of Work Life among Service Sector Employees, e-ISSN: 2278-487X, p-ISSN: 2319-7668. Volume 16, Issue 9.Ver. I ,pp. 01-12
- Aswathapa (1997), Human Resources and Personal Management, New Delhi, Tata McGraw-Hill publishing company Ltd.
- Banu.S, Shaheeda. "Quality of Work Life (QWL): A Shufti." Indian Journal of Applied Research1,no.12(October1,2011):152–54.http://dx.doi.org/10.15373/2249555x/sep2012/53.
- Bharathi S., Pugalendhi S.K., Quality of work life, Online at http://mpra.ub.uni-muenchen, de/27868, 2010.
- Ganesh, Sarlaksha, and Mangadu Paramasivam Ganesh. "Effects of masculinity-femininity on quality of work life." Gender in Management: An International Journal 29, no. 4 (May 27, 2014): 229–53. http://dx.doi.org/10.1108/gm-07-2013-0085
- Jabeen, F., Friesen, H. L., & Ghoudi, K. (2018). Quality of work life of Emirati women and its influence on job satisfaction and turnover intention: Evidence from the UAE Journal of Organizational Change Management, 31(2), 352-370.
- Jaiswal, A. (2014). Quality of work life. Journal of Business Management & Social Sciences Research, 3(2), 83-87.

- Naidoo, Perunjodi, Prabha Ramseook Munhurrun, and Pallavi Deegumbur. "Relationship between Quality of Life and Quality of Work life in a Small Island Destination: Millennial Employees' Perspective." Journal of Tourism & Adventure 2, no. 1 (October 15, 2019): 1–16. http://dx.doi.org/10.3126/jota.v2i1.25930.
- Schmidt, Denise Rodrigues Costa, Rosana Aparecida Spadoti Dantas, and Maria Helena Palucci Marziale. "Quality of life at work: Brazilian nursing literature review." Acta Paulista de Enfermagem 21, no. 2 (2008): 330–37. http://dx.doi.org/10.1590/s0103-21002008000200016.
- Seema Arif, Safia Iqbal, & Farah Deeba (2020), Quality of Work Life, Work Life Balance and Career Satisfaction: Faculty Perceptions in Pakistan
- Yustinus Budi Hermanto, Veronika Agustini Srimulyani, Didik Joko Pitoyo (2024), The
 mediating role of quality of work life and organizational commitment in the link between
 transformational leadership and organizational citizenship behavior, Volume 10, Issue 6, 30
 March 2024, e27664.
- Zare, H., Haghgooyan, Z., & Karimi Asl, Z. (2014). Identification the components of quality of work life and measuring them in faculty members of Tehran University. Iranian Journal of Management Studies, 7(1), 41-66.