

## “QUALITY OF WORK LIFE: A COMPARISON OF FACULTIES OF TWO GENDERS IN GRADUATION COLLEGES OF RAJKOT CITY”

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### **ABSTRACT**

Quality of work life (QWL) is viewed as an alternative to the control approach of managing people. The QWL approach considers people as an 'asset' to the organization rather than as costs. It believes that people perform better when they are allowed to participate in managing their work and make decisions. This approach motivates people by satisfying not only their economic needs but also their social and psychological ones. To satisfy the new generation workforce, organizations need to concentrate on job designs and organization of work. Further, today's workforce is realizing the importance of relationships and is trying to strike a balance between career and personal lives.

This study was conducted on 100 faculty members of graduation colleges in Rajkot with a validated questionnaire. The study identifies the different QUALITY OF WORK LIFE of the respondents. The study proved to be an eye-opener as well as a mind-opener for us.

On the basis of responses, researchers have done analysis. And as a part of analysis researchers have prepared the charts as well as applied Z test to compare the means of gender and marital status which helps to find out impact of various factor affecting quality of work life.

**KEYWORDS:** Quality of Work Life, Job Design, Workforce, Career, Faculties, Graduation, College

### **INTRODUCTION**

The economy is growing with every passing day. Education industry has also witnessed tremendous growth in the past two decades. The structure of industry is changing with the entry of more self-financed colleges, with main focus on profitability. Education is now counted as one of the most profitable businesses. Because of these changes in the structure of industry the roles of faculties which were earlier limited to only teaching has now expanded. With the change in this industry structure, one more change has been noticed in the past two decades. The change is changing composition of Indian families. Most of the families are now shifting to nuclear families with dual career couples. With such changes in families the responsibilities of both male and female employees have expanded. These changes in the education industry and the society calls for the study on Quality of Work Life of faculties. The presented study has been conducted keeping this objective in mind, i.e., to analyse the quality of work life of faculties. The study has been limited to graduation colleges of Rajkot region.

## BACKGROUND OF THE STUDY

Quality of Working Life is a term that had been used to describe the broader job-related experience an individual has

Quality of work life (QWL) is viewed as an alternative to the control approach of managing people. The QWL approach considers people as an 'asset' to the organization rather than as costs'. It believes that people perform better when they are allowed to participate in managing their work and make decisions. This approach motivates people by satisfying not only their economic needs but also their social and psychological ones. To satisfy the new generation workforce, organizations need to concentrate on job designs and organization of work. Further, today's workforce is realizing the importance of relationships and is trying to strike a balance between career and personal lives.

Successful organizations support and provide facilities to their people to help them to balance the scales. In this process, organizations are coming up with new and innovative ideas to improve the quality of work and quality of work life of every individual in the organization. Various programs like flex time, alternative work schedules, compressed work weeks, telecommuting etc., are being adopted by these organizations. Technological advances further help organizations to implement these programs successfully. Organizations are enjoying the fruits of implementing QWL programs in the form of increased productivity, and an efficient, satisfied, and committed workforce which aims to achieve organizational objectives.

Hackman & Othman (1976) drew attention to psychological growth needs as necessary considerations in QWL. These needs include skill variety, task identity, task significance, autonomy and feedback.

Danna & Griffin (1999) argues that Quality of work life is a wider concept that incorporates not only work based factors as pay and relations at work but also reflect on life satisfaction and general feeling of well-being.

Where quality of working life has been explored, writers differ in their views on its constituents. It is argued that the whole is greater than the sum of the parts as regards Quality of working Life, and, therefore, the failure to attend to the bigger picture may lead to the failure of interventions which tackle only one aspect. A clearer understanding of the inter-relationship of the various facets of quality of working life offers the opportunity for improved analysis of cause and affecting the workplace. This consideration of Quality of working Life as the greater context for various factors in the workplace, such as job satisfaction and stress, may offer opportunity for more cost-effective interventions in the workplace.

## LITERATURE REVIEW

Lehal, Sharma & Goyal (2012) conducted a study on Quality of Work Life of Women Employees in Banking Industry. In order to determine perceived quality of work life, a sample of 250 women employees were chosen out of which 212 responses were found valid and thus analysed. Questionnaire has been adapted version of scale developed by Sinha and Sayeed (1980). Banks chosen for the study were various branches of three private and three public sector banks across tricity of Chandigarh, Panchkula & Mohali, namely, ICICI Bank, HDFC Bank, Axis Bank, SBI, Canara Bank & PNB. Apart from descriptive statistics, Analysis of Variance (ANOVA) of the factors of QWL was performed. While analysis the researcher found the mean scores of the various factors of QWL ranging from 3.145 to 4.356. Further ANOVA was performed. The results of the study revealed that QWL among women employees of banking sector

is satisfactory; however, a difference of opinion was found among women employees of different banks. A comparative analysis among public and private sector banks revealed that QWL is better in private banks in some cases and better in public banks in the remaining.

Kaur (2010) conducted a research to study Quality of Work Life in ICICI Bank, Chandigarh. The objective of the study was to to know the satisfaction level of employees of ICICI bank Ltd. Is ICICI Bank providing good policies to employees regarding training, working conditions, performance appraisal etc. or not. Survey method was used to collect the data. The researcher concluded that employees feel safe and secure in the bank. However they were dissatisfied with the growth opportunities of in the bank. They were not happy with the way performance appraisal was done and felt that there management is not flexible with their social responsibilities and hence they were less satisfied with their jobs.

Gayathiri & Ramakrishnan (2013) conducted a research on Quality of Work Life – Linkage with Job Satisfaction and Performance. In this paper, an attempt was made to review the literature on quality of life to identify the concept and measurement variables as well its linkage with satisfaction and performance. Researchers concluded that there were objective (physical and structural design) factors that provide work place setting and intervening policy factors that affect work processes of employees.

According to Chandranshu Sinha (2012), the study undertaken on factors affecting Quality of work life: Empirical Evidence from Indian Organizations explored the factors of quality of working-life experiences in organizations. The study focused on 100 employees holding middle managerial positions in various organizations. The Cronbach’s alpha of the questionnaire was found to be 0.862 & Pearson correlation was 0.924 ( $p < 0.001$ ). The factor analysis of the component ‘quality of working-life experiences’ led to the extraction of 3 factors from various organizations. The three emerging factors were —relationship-sustenance orientation, —futuristic and professional orientation and —self-deterministic and systemic orientation. The results indicate that these factors have substantial roles to play in satiating the needs of the employees and how at middle managerial level different aspects are valued and employed for developing a unique and inimitable quality of working life within their socio-technical systems for eliciting favourable job-related responses.

Nanjundeswaraswamy & Swamy (2012). Reviewed the literature on quality of work life and leadership styles. They concluded from the available literature that all the studies discussed are related to the large sector, which interns reveals that leadership style, organizational commitment and work satisfaction are interrelated. Thus leadership styles can affect quality of work life. However this should be studied with more dimensions of QWL with different leadership style in SMEs, since SMEs plays a major role in economic growth in many countries.

Gilletet. al. (2013). Conducted their study on The mediating role of organizational justice in the relationship between transformational leadership and nurses’ quality of work life: A cross-sectional questionnaire survey. Objectives were: First, to examine two possible psychological mechanisms that link transformational leadership behaviours to nurses’ quality of work life. Second, to study there lationship between nurses’ quality of work life and their work engagement. Design: Cross-sectional study design. Settings: The study took place in 47 different hematology, oncology, and hematology/oncology units in France. Participants were nurses and auxiliary nurses. Participants: 343 nurses completed the questionnaire. Surveys were sent to all nurses working in the units. 95% were female; the average age was 36.30 years. Methods: Nurses were asked to rate their supervisor’s transformational leadership style and their perceptions of distributive and interactional justice in the unit. They were also asked to evaluate their own level of quality of work life and their work engagement. Results: Distributive justice and interactional justice were found to fully mediate there lationship between

transformational leadership and nurses' quality of work life. In addition, nurses' quality of work life positively related to their work engagement. Conclusions: Transformational leaders may help ensure nurses' quality of work life which in turn increases their work engagement. These leadership practices are thus beneficial for both employees and organization.

### **Problem Statement**

A Comparison of Quality of Work Life of Faculties of Two Genders in Graduation Colleges of Rajkot city.

### **OBJECTIVES OF THE STUDY**

- To assess the quality of work life of faculties of different graduation colleges.
- To compare quality work life of men and women working as faculties in different graduation colleges.
- To compare quality of work life of quality of married male and married female faculties of Graduation Colleges.
- To compare quality of work life of quality of married male and married female faculties of Graduation Colleges.

### **Hypotheses**

**Ho1:** There is no significant difference between the qualities of work life of faculties of two genders of Graduation Colleges.

**Ha1:** There is a significant difference between the qualities of work life of faculties of two genders.

**Ho2:** There is no significant difference between the quality of work life of married male and married female faculties of Graduation Colleges.

**Ha2:** There is a significant difference between the quality of work life of married male and married female faculties of Graduation Colleges.

**Ho3:** There is no significant difference between the quality of work life of unmarried male and unmarried female faculties of Graduation Colleges.

**Ha3:** There is a significant difference between the quality of work life of unmarried male and unmarried female faculties of Graduation Colleges.

### **RESEARCH METHODOLOGY**

**Research Type:** Descriptive

**Sources of Data:** Primary & Secondary

**Method of Data Collection:** Survey

**Population:** Faculties of Graduation Colleges of Rajkot City

**Sampling Method:** Stratified sampling method; the two strata are male and female faculty members of Graduation colleges.

**Sampling Frame:** Rajkot

Data Collection Instrument: Structured questionnaire; QWL Scale adopted from Training Instruments in HRD and OD by Pareek & Purohit (3<sup>rd</sup> edition)

**Sample Size:** 100

**Statistical Tools Used:** z-test

**ANALYSIS AND INTERPRETATION**

Analysis was done as per scoring suggested by Pareek and Purohit for the Questionnaire. Mean scores were calculates for different strata and z-test was applied to calculate the difference of means. 46% of the respondents were males and others females. 52% respondents were married, 47% unmarried and 1% separated.

**Hypothesis Testing**

**Ho1:** There is no significant difference between the qualities of work life of faculties of two genders of Graduation College

**Ha1:** There is a significant difference between the qualities of work life of faculties of two genders of Graduation College.

**Table 1**

z-Test: Two Sample for Means		
	Variable 1	Variable 2
Mean	36.30189	34.76087
Known Variance	63.984	53.39
Observations	1	1
Hypothesized Mean Difference	0	
Z	0.14224019	
P(Z<=z) one-tail	0.443445144	
z Critical one-tail	1.644853627	
P(Z<=z) two-tail	0.886890288	
z Critical two-tail	1.959963985	

Here the z value is 0.886890288 and z critical value is 1.959963985. Since  $Z_{cal} < Z_{tab}$ , so H01 is accepted. There is no significant difference between the quality of work life of faculties of two genders.

**Ho2:** There is no significant difference between the quality of work life of married male and married female faculties of Graduation College

**Ha2:** There is significant difference between the quality of work life of married male and married female faculties of Graduation College

**Table 2**

z-Test: Two Sample for Means		
	Variable 1	Variable 2
Mean	36.48077	34.78049
Known Variance	73.5574	54.5224
Observations	1	1
Hypothesized Mean Difference	0	
Z	0.150238115	
P(Z<=z) one-tail	0.440288378	
z Critical one-tail	1.644853627	
P(Z<=z) two-tail	0.880576756	
z Critical two-tail	1.959963985	

Here the z value is 0.880576756 and z tabulated value is 1.959963985. Since  $Z_{cal} < Z_{tab}$ , so  $H_0$  is accepted. And we can say that there is no significant difference between the qualities of work life of faculties of two genders in Graduation Colleges.

**H<sub>0</sub>3:** There is no significant difference between the quality of work life of unmarried male and unmarried female faculties of Graduation College

**H<sub>a</sub>3:** There is significant difference between the quality of work life of unmarried male and unmarried female faculties of Graduation College

**Table 3**

z-Test: Two Sample for Means		
	Variable 1	Variable 2
Mean	36.235229	34.76087
Known Variance	58.33	53.5588
Observations	1	1
Hypothesized Mean Difference	0	
Z	0.139383042	
P(Z<=z) one-tail	0.444573736	
z Critical one-tail	1.644853627	
P(Z<=z) two-tail	0.889147472	
z Critical two-tail	1.959963985	

Here the z value is 0.889147472 and z critical value is 1.959963985. Since  $Z_{cal} < Z_{tab}$ , so  $H_1$  is accepted. And we can say that there is no significant difference between the qualities of work life of faculties of two genders in Graduation Colleges.

## FINDINGS

- There is no significant difference between the qualities of work life of faculties of two genders of Graduation College.

- There is no significant difference between the quality of work life of married male and married female of Graduation College.
- There is no significant difference between the quality of work life of unmarried male and unmarried female faculties of Graduation College.
- 42% of people always feel that their job allows them to use their skill and ability to the maximum level.
- 42% of people always feel that they are treated with respect at work place.
- 41% of people sometimes feel that organization provides an opportunity to develop their ability.
- 27% of people frequently feel that organization provides enough instruction to get the job done.
- 30% of people occasionally feel that organization is providing a high quality tool and techniques to do the job.
- 32% of people sometimes feel that the opportunities for promotion are good.
- 26% of people frequently feel that the head is concerned about the welfare activities of the employees.
- 33% of the people frequently feel that job is secured.
- 26% of people always feel that the training opportunities have really helped in improving the quality of work.
- 30% of people frequently feel that they don't find work stressful.
- 34% of people frequently feel that the suggestion given by them are always accepted and motivated by superior.
- 42% of people sometimes feel that infrastructure facilities are good.
- 44% of people frequently feel that they can manage work and life in balanced way.
- 28% of people very frequently feel that they can justify with contradictory demands of work, family and friends.
- 24% people occasionally feel that they don't generally think about work when they are not at work

## LIMITATIONS

- The questionnaires were filled by 100 faculties working in college, so the scope of sample findings was less.
- The questionnaire was filled by 100 faculties of different designations. So the point of view of faculties differs as per their designations.
- The faculties from whom the questionnaires are filled are in a heavy workload so some of the questionnaires filled by the faculties who are in stress cannot be called reasonable.
- The research was limited to Rajkot City only, so the results may not be true in other settings.

## CONCLUSIONS & SUGGESTIONS

For better QWL Management should do Open communication, equitable reward system, a concern for employees job security, participation in decision making and emphasis on employee skills and reduction of occupational stress And development of more co-operative labour management relation union

- Only few faculties find that they are having a secured job so management should do something to make faculties feel that they are secured in their jobs
- Only few people find that they are having good infrastructure facilities so management should improve infrastructure facilities
- Management should provide better career opportunity to the faculty.
- Only few faculty members find that their head is concerned about the welfare activities of the employees so management should increase welfare activities.

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