

Quality of work life among academicians working in select engineering colleges in Coimbatore

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Abstract

Quality of Work Life' is re-emerging where employees are seeking out more meaning. QWL has different meanings for different people. While some consider it industrial democracy or co-determination with increased employee participation in the decision making process, for others, particularly managers and administrators, the term denotes improvement in the psychological aspects of work to improve productivity. There is a significant correlation found among all these contributing factors that have positive effect on the overall quality of work life of the academicians.

Keywords: work life, academicians

1. Introduction

Quality of Work Life' is re-emerging where employees are seeking out more meaning. QWL has different meanings for different people. While some consider it industrial democracy or co-determination with increased employee participation in the decision making process, for others, particularly managers and administrators, the term denotes improvement in the psychological aspects of work to improve productivity. There is a significant correlation found among all these contributing factors that have positive effect on the overall quality of work life of the academicians.

2. Statement of the problem

Before a problem can be solved, one needs to understand and agree on what that problem is. Poor working conditions, unfavourable terms of employment, inhuman treatment by superiors, frustration due to alienation over conditions of employment, interpersonal conflicts, role conflicts, job pressures, lack of freedom in work, absence of challenge in work, are some of the problem faced by working people. It is essential to understand two terms in connection with Quality of Work Life viz. quality of work and quality of life. "Quality of work" refers to a favourable working environment which encourages, participation, better communication, equality fairness and job satisfaction. On the other hand "Quality of life means" 'assertiveness, acquisition of money and material things'. Hence, the present study focuses on the impact and perceptions towards various attributes of quality of work life among the academicians working in engineering colleges in Coimbatore District.

Gani (2012)¹, in his study stated that the core of the Quality of Work Life concept is the value of treating the worker as a human being and emphasizing changes in the socio-technical system of thorough improvement, in physical and psychological working environment, design and redesign of work practices, hierarchical structure and the production

process brought with the active involvement of workers in decision making.

Sekharan (2011)², observes that, historically the concept of Quality of Work Life had originally included only the issues of wages, working hours, and 26 working conditions. However, the concept has now been expanded to include such factors as the extent of workers' involvement in the job, their levels of satisfaction with various aspects in the work environment, their perceived job competence, accomplishment on the job etc.

Mishra & Gupta (2009)³ stated quite often it is complex to know what motivates employees which is similar to the studies also reveals that it is important to recognize that individuals have unique motives for working which is similar to the study. Though there is no universally accepted definition of the term QWL, yet there is consensus in the research literature that QWL involves a focus on all aspects of working life that might conceivably be relevant to worker satisfaction and motivation, and that QWL is related with the well-being of employees.

Muse *et al.*, (2008)⁴ studied the conflict approach, that a family-responsive culture is only relevant for employees who have substantial family responsibilities, such as parents and couples. The enrichment approach, expected to be most effective for employees with the fewest family resources, is less applicable in this case, because singles do not need this particular resource. A family-friendly culture may even lower singles' work outcomes if they feel excluded by such a culture.

¹ Gani, (2012), Accounting for the Quality of Work Life. Journal of Occupational Behavior. 5. 197-212

² Sekharan, (2011), The Work-Related Quality of Life (WRQoL) scale for Higher Education Employees. Quality in Higher Education. 15: 3, 207-219.

³ Mishra,S.& Gupta,B. (2009), "Work Place Motivators and Employee's Satisfaction: A Study on Retail Sector in India", The Journal of Industrial Relations, 44(3): 509-17.

⁴ Muse, L., Harris, S. G., Giles, W. F., & Feild, H. S. (2008), Work-life benefits and positive organizational behavior: Is there a connection? Journal of Organizational Behavior, 29, 171-192.

3. Objectives of the study

The objectives are

1. To measure the determinants of quality of work life among the academicians working in engineering colleges.
2. To contribute suggestions to improve the quality of work life of academicians working in engineering colleges.

4. Scope of the study

The level of performance is highly important in obtaining desired outcomes, which has positive consequences. Continuous working hours causes fatigue which leads to negative consequences. This is one of the problems affecting quality of work life of the individual. Thus, the stress faced during the working hours may cause discord in their family life and eventually affect the quality of their work life. Compared to men, women are more vulnerable to emotions and feelings. However, the study does not concentrate on gender discrimination. Taking the entire samples into consideration, the study concentrates on understanding how well academicians coordinate with their job and family to balance their quality of work life. The researcher conducts the study to find out the positives and negatives among academicians working in engineering colleges. Necessary innovative suggestions / recommendations to the management to enhance the quality of work life of the Academicians.

5. Methodology

The most common assessment of Quality of Work Life is the individual attitudes and questionnaire survey is the most common technique in management research. The questionnaire focuses six dimensions on Quality of Work Life namely, Job Satisfaction, Working condition, General Well Being & Work Life Balance, Career Prospects, Training and Development and finally Recognition and Rewards. The research is used to measure the level of perception of the academicians. The present research, aims at understanding the exact opinion of the respondents regarding particular factor. Hence, a five point Likert Scale has been adopted. The major source of the data used to carry out the analysis is primary data and secondary sources. The study is exploratory in nature based on structured questionnaire with 632 respondents complying sampling adequacy among Government and Self-Financing colleges selected through proportionate stratified random sampling technique and the samples are collected from 15 engineering colleges. The colleges were stratified and confined to top 15 engineering colleges from Coimbatore District, that consisted the population of 3007 faculties from which the researcher restricted the samples to 21% i.e. 632 faculties were selected for the study. The tools used for analysis are Simple Percentage Method, Perception Ranking, Garrett Ranking Method and Multiple Regression.

6. Limitations of the study

- Some respondents were hesitant to answer the questions hence, there may be some chances of bias where the respondents may not be serious in giving their opinion
- One cannot judge an individual to be always consistent. It may be changed over a passage of time.

7. Analysis and results

Demographics

The demographics of the academicians working in select Engineering Colleges are analysed taking Age, Gender, Marital Status, Educational Qualification, Designation, Monthly Income and Experience are taken into consideration to analyse the quality of work life.

Table 1: Demographic Variables of the Academicians

Sl. No.	Demographics	Frequency (632 Nos.)	Percentage (100%)
1.	Age		
	Below 30 Years	348	55.06
	30 to 50 years	257	40.66
	51 and above	27	4.27
2.	Gender		
	Male	396	62.66
	Female	236	37.34
3.	Marital Status		
	Married	404	63.92
	Unmarried	228	36.08
4.	Educational Qualification		
	PG	470	74.37
	M.Phil.	65	10.28
	Ph.D	97	15.35
5.	Designation		
	Professor	69	10.92
	Associate Professor	173	27.37
	Assistant Professor	390	61.71
6.	Monthly Income		
	Below Rs.40000	441	69.78
	Rs.40001 to 50000	76	12.03
	Rs.50001 to 60000	40	6.33
	Above Rs.60000	75	11.87
7.	Experience		
	Below 5 years	213	33.70
	5 to 10 years	211	33.39
	10 to 15 years	125	19.78
	Above 15 years	83	13.13

Source: Primary Data

More than half (55.06%) of the respondents belong to the age below 30 years, 40.66% of the respondents belong to the age between 30 and 50 years and the remaining 4.27% of the respondents belong to the age above 51 years. Most (62.66%) of the respondents are male and 37.34% of the respondents are female respondents. Most (63.92%) of the respondents are married and 36.08% of the respondents are unmarried. Majorities (74.37%) of the respondents are qualified with post-graduation, 15.35% of the respondents are doctorates and the remaining 10.28% of the respondents have qualified with Master of Philosophy. Most (61.71%) of the respondents are designated as Assistant Professors, 27.37% of the respondents are designated as associate professors and the remaining 10.92% of the respondents are working as professors. Majority (69.78%) of the respondents having monthly income below Rs.40000, 12.03% of the respondents are having monthly income from Rs.40001 to 50000, 11.87% of the respondents having income above Rs.60000 and the remaining 6.33% of the respondents monthly income is

between Rs.50001 and 60000. 33.7% of the respondents having experience below 5 years, while 33.39% of the respondents are having experience from 5 to 10 years, 19.78% of the respondents are having experience between 10 and 15 years and the remaining 13.13% of the respondents are having experience above 15 years.

Perception Ranking of Determinants towards Quality of Work Life

The academicians’ opinion towards the various factors of quality of work life perceived by the respondents were rated and given rank among the seven factors as below:

Table 2: Perception Ranking towards Quality of Work Life

Sl. No.	Items	Mean	SD	Perception Ranking
1	Quality of Work-Life	3.801	1.069	7
2	Job Satisfaction	3.807	1.062	6
3	Working Conditions	3.849	1.078	3
4	General Well Being and Work Life Balance	3.840	1.117	4
5	Career Prospects	3.811	1.143	5
6	Training and Development	3.923	1.104	2
7	Rewards and Recognition	3.925	1.122	1

Source: Primary Data

Table shows that the perception towards quality of work life based on various factors by the academicians of Engineering Colleges in Coimbatore. According to the mean value of seven factors, it is observed that the first rank was achieved by Rewards and Recognition, (3.925) followed by 2nd rank towards Training and Development, (3.923), 3rd rank Working Conditions, (3.849), 4th Rank towards General Well Being and Work Life Balance, (3.840), fifth rank towards Career Prospects, (3.811), 6th rank was Job Satisfaction, (3.807), finally the seventh position was towards Quality of Work-Life, (3.801).

Garrett Ranking: Influencing Factors of QWL

The garrett ranking of the respondents based on the major influencing factors for quality of work life among academicians based on the variables such as Work culture, Pay and benefits, family and personal management, Physical Well Being, Psychological Well Being, Career Growth and Prospects, Job Satisfaction and finally, Work Life Balance are taken for the study.

Table 3: Ranking on Factors influencing Quality of Work life of Academicians

Sl. No.	Services	Garrett Score	Garrett Mean	Rank
1	Work Culture	31237	49.43	7
2	Pay and Benefits	29560	46.77	8
3	Family and Personal Management	35545	56.24	3
4	Physical Well Being	33546	53.08	5
5	Psychological Well Being	31722	50.19	6
6	Career Growth and Prospects	40599	64.24	1
7	Job Satisfaction	40463	64.02	2
8	Work-life Balance	33949	53.72	4

Source: Computed from Primary Data

The Garrett ranking of the respondents towards quality of work life was first achieved towards Career Growth and

Prospects, M=64.24, followed by Job Satisfaction, M=64.02 achieved the second position, third position towards Family and Personal Management, M=56.24, 4th position towards Work-life Balance, M=53.72, 5th position towards Physical Well Being, M=53.08, 6th position towards Psychological Well Being, M=50.19, 7th position, Work Culture, M=49.43 and finally, the last position Pay and Benefits, M=46.77. which are found to be the order of rating of the respondents towards the quality of work life among the academicians of engineering colleges.

Regression Analysis: QWL

To assess the perception of academicians working in engineering colleges towards quality of work life in Coimbatore and to assess the factors that affect the various predictor variables (independent variables) of this study are explained by Multiple Regression analysis. Totally thirteen independent variables were identified for regression analysis. Multiple regressions are mainly based on equation wherein the predictor variables coefficients are found out. The general multiple Regression equation is.

$$Y = a_0 + a_1x_1 + a_2x_2 + \dots + a_n x_n$$

Where Y is the dependent variable

a₀ is constant

a₁, a₂ a_n are the regression coefficients for the independent variables x₁, x₂ x_n respectively.

$$Y=30.780 + 0.459 (X_1) - 0.597 (X_2) + 1.320 (X_3) - 0.796 (X_4) - 1.121 (X_5) - 0.666 (X_6) - 0.242 (X_7) + 1.031 (X_8) + 0.650 (X_9) + 0.253 (X_{10}) + 1.007 (X_{11}) + 0.252 (X_{12}) - 0.49 (X_{13})$$

Table 4: Results of Regression Analysis towards quality of work life

Sl. No.		t	Sig.
	(Constant)	10.692	.000
1.	Age	.637	.525
2.	Sex	-.990	.323
3.	Marital Status	1.870	.062
4.	Educational Qualification	-1.523	.128
5.	Designation	-1.935	.053
6.	Monthly Income	-.141	.888
7.	Experience	-.539	.590
8.	JS_Score	6.039	.000
9.	WC_Score	5.235	.000
10.	GWB_Score	3.310	.001
11.	CP_Score	9.438	.000
12.	TD_Score	2.152	.032
13.	RR_Score	-.472	.637

A Dependent Variable: QWL_Score

Table 5: Regression Analysis on Quality of Work Life

R Value	R Square Value	Degree of Freedom – V ₁	Degree of Freedom – V ₂	F-Value	Significance
0.862	0.743	13	618	141.032**	0.000

** Significance @ 1% level

The co-efficient of multiple determinations (R²) shows an amount of 74.3% of variation explained by the independent variables to that of the dependent variable. When this R² was tested for its significance by using ANOVA, F value (141.032) was found to be highly significant at 1% level.

Table 6: stepwise analysis: quality of work life

Variables	R ²	Increase in R ²
Career Prospects	0.646	
Working Conditions	0.716	0.071
Job Satisfaction	0.734	0.018
General wellbeing and work life balance	0.741	0.006
Marital Status	0.743	0.002

Dependent Variable: QWL_Score

As the first step, the variable 'Perception' has been included in the regression equation. The contribution by this variable towards quality of work life among academicians in Coimbatore with regards to Career Prospects is 64.6%. In the second step, the variable 'Working Condition' has been included along with the already selected variables i.e., Career Prospects which contributes 7.1% with the existing variable and these two variables contribute 71.6%. The third step reveals Job Satisfaction contributes with 1.8% that reaches to 73.4%. The fourth step shows General Wellbeing and Work Life Balance with 0.6% and finally, Marital Status contributes 0.2% which shows that all these five variables significantly contributing towards highly towards quality of work life among the respondents in Coimbatore City.

8. Summary of the results

Demographics

- More than half (55.06%) of the respondents belong to the age below 30 years
- Most (62.66%) of the respondents are male
- Most (63.92%) of the respondents are married
- Majorities (74.37%) of the respondents are qualified with post-graduation
- Most (61.71%) of the respondents are designated as Assistant Professors
- Majority (69.78%) of the respondents having monthly income below Rs.40000
- 33.7% of the respondents having experience below 5 years,

Perception Ranking

The perception towards quality of work life based on the opinion of the academicians towards various factors working in Engineering Colleges in Coimbatore observed that the first rank was achieved by Rewards and Recognition and finally the last position was towards Quality of Work-Life.

Garrett Ranking

The Garrett ranking of the respondents towards quality of work life was high with respect to Career Growth and Prospects and the least was towards Pay and Benefits which are the rating of the respondents towards the quality of work life among the academicians working in engineering colleges.

Regression on QWL

The results of multiple regression reveals that all the five dimensions included for the study in which perception towards quality of work life of academicians had high level of significance when considering the sub-dimensions namely, Career Prospects, Working Conditions, Job Satisfaction and General wellbeing and work life balance whereas, only one demographic factor (marital status) is contributing towards

the high level of perception towards quality of work life of academicians working in Engineering Colleges in Coimbatore.

9. Suggestions and recommendations

With regards to the overall quality of work life the contentment of the academicians was found to be high which means that they are placed in a good job which is with respect to their advancement, decision making and work-life wellbeing. The Performance evaluation and efficacy was found to be factors that needed consideration to improve the overall quality of work-life. It is practically understood that the efficiency of an individual will automatically improve when there is proper performance evaluation. Hence, it is recommended that to encourage the academicians, rewards and recognitions by way of performance evaluation is a need of the hour for their development. The ranking based on the factors highly influence and also having significant impact on the quality of work life of the academicians found with career growth and prospects. Whereas, the work culture, pay and benefits and psychological wellbeing of the academicians fetched poor scores which needed immediate attention in helping them to achieve their career growth and prospects leading to quality of satisfied work life.

It is recommended that the institutions shall make efforts to improve the factors that have significant impact with the demographic factors and the determinants considered in measuring the quality of work life to make improvement in the life of the academicians.

10. Conclusion

The research on the quality of work life based on the perception of the academicians reveals overall satisfaction. However, few areas of problems needed to be considered for the betterment of the present situation with regards to various determining factors such as job satisfaction, working conditions, general wellbeing and work life balance, training and development, career prospects and recognition and rewards which are significantly leading towards quality of work life. There is a significant correlation found among all these contributing factors that have positive effect on the overall quality of work life of the academicians. Therefore, the researcher concludes that the impact and the perceptions towards various attributes of quality of work life among the academicians working in engineering colleges in Coimbatore District is found to be positive.

11. References

1. Gani. Accounting for the Quality of Work Life. Journal of Occupational Behavior, 2012; 5:197-212.
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