



**RESEARCH ARTICLE**

**A STUDY ON QUALITY OF WORK LIFE OF EMPLOYEES AT MANAGEMENT INSTITUTE IN MORADABAD: AN EMPIRICAL STUDY**

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Received 14<sup>th</sup>, May, 2015 Received in revised form 23<sup>th</sup>, May, 2015 Accepted 13<sup>th</sup>, June, 2015 Published online 28<sup>th</sup>, June, 2015

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**INTRODUCTION**

The Quality of Work Life (QWL) has assumed increasingly interest and importance in all the Countries of the World. It is very significant in the context of commitment to work, motivation and job performance. It also means to facilitate the gratification of human needs and goal Achievement. Work life naturally means the life of workers, physical and intellectual, in their work environment in office or factory or field-working.

- What is expected of the worker?
- What are the conditions of the work place?
- What is the compensation that the worker gets?
- What are the incentives offered to him?

How about his contentment with the work environment and the compensation?

These are the questions to be tackled by the Researcher in any study of work life. The term quality of work life was introduced by Louis Davis. The first International conference was held in Toronto in 1972. The international council for quality of work life was established in 1972. From 1980 onwards QWL was increasingly placed on employee-centered productivity programs. In India, QWL offers a value frame and the social technology of organizational change leading to task effectiveness of micro-entities through utilization and unfolding of human potential. Quality of Working Life (QWL) is a measure of how good your work is for you. Quality of Working Life is more than just job satisfaction or work happiness, but the widest context in which an employee would evaluate their job. It is a generic term which covers a person's feelings about every dimension of his work e.g. economic incentives and rewards, job security, working conditions, organizational and interpersonal relationships etc.

Quality of work Life is referred to as humanizing the working life and emphasizing the human factor. It mostly refers to favorableness' or unfavorableness of a job environment for

the people involved in it. The basic objective is to develop jobs that are excellent for people as well as for production. So we can see the basic questions of Quality Work Life....

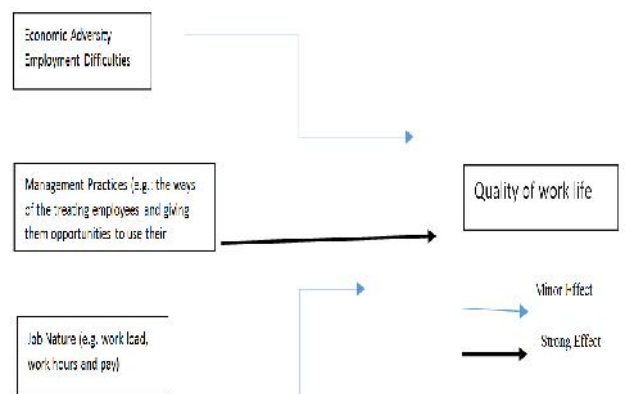
What is Quality? "Quality is the ability of a product or service to consistently meet or exceed customer expectations.

What is work? Work can be defined as the application of discretion within limits in order to produce a result.

What is work life? Work life does not merely mean the facilities provided to the employees during office hours. It comprises of all the collusive feelings, which reside in the mind of the employee while he works in the organization, he is in the office or away from it.

**MANAGEMENT AND TECHNOLOGY**

There are a variety of factors which affect QWL which can be classified under the three dimensional heads. These main three dimensions may be Economic Adversity/ Employment difficulties (job contents), Management practices and Job Nature.



**Figure 1**

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**REVIEW OF LITERATURE**

Researcher	Indices of QWL
Walton (1975)	<ol style="list-style-type: none"> <li>1. Adequate and fair compensation,</li> <li>2. Safe and healthy working conditions,</li> <li>3. Opportunity to utilize and develop human capacities,</li> <li>4. Opportunity for continued growth and security,</li> <li>5. Social integration in the work organization,</li> <li>6. Constitutionalism in the work organization,</li> <li>7. Work and total life space and</li> <li>8. Social and relevance of work life</li> </ol>
Stein (1983)	<ol style="list-style-type: none"> <li>1. Independence and autonomy,</li> <li>2. Being outstanding and important,</li> <li>3. Property and belongingness,</li> <li>4. Development and progress,</li> <li>5. outside rewards</li> </ol>
Levine, Taylor & Davis (1984)	<ol style="list-style-type: none"> <li>1. Esteem and confidence to staffs. Capabilities by directors.</li> <li>2. Work change;</li> <li>3. Work challenge;</li> <li>4. Future development comes from current work;</li> <li>5. Self-esteem;</li> <li>6. Cohesion and interference of work and life;</li> <li>7. share of work in enhance of society</li> </ol>
Cai Hui-ru (1994)	<ol style="list-style-type: none"> <li>1. Quality of life- reward of services, welfare, work security, work support;</li> <li>2. social quality: relationship with superior, colleagues, and clients;</li> <li>3. growth quality: participation management, rise, individual growth, self-esteem, work features</li> </ol>
Jia Ha wee (2003)	<ol style="list-style-type: none"> <li>1. Need to surveillance;</li> <li>2. Need to eagerness and desire;</li> <li>3. Need to belongingness;</li> <li>4. Need to self</li> </ol>
Chen Jia-Sheng, Fan Jing-Li (2000)	<ol style="list-style-type: none"> <li>1. Work environment;</li> <li>2. Salary and allowances;</li> <li>3. Welfare;</li> <li>4. Rise;</li> <li>5. Work nature;</li> <li>6. Training and development;</li> <li>7. Style of superior leadership;</li> <li>8. Participation of colleagues;</li> <li>9. Organization face;</li> <li>10. Communications;</li> <li>11. Organizational rules;</li> <li>12. Organizational culture and atmosphere;</li> <li>13. work time and work pressure</li> </ol>
Qing Tao, Peng Tian-Yu & Lou Jian (2007)	<ol style="list-style-type: none"> <li>1. Work duties: work independence, importance of duties, work feedback, work importance;</li> <li>2. organizational environment: team spirit, interpersonal relations, management style;</li> <li>3. social psychology, psychic and social support, mutual esteem, social picture of organization, economic situation</li> </ol>
Ellis and Pompli (2002)	<ol style="list-style-type: none"> <li>1. job dissatisfaction</li> <li>2. quality of work</li> <li>3. poor work environments</li> <li>4. Residents aggression</li> <li>5. Workload</li> <li>6. unable to deliver quality of care preferred</li> <li>7. Balance of work and family</li> <li>8. shiftwork,</li> <li>9. lack of involvement in decision making, professional isolation ,</li> <li>10. lack of recognition ,</li> <li>11. poor relationship with supervisor /peers,</li> <li>12. role conflict ,</li> <li>13. lack of opportunity</li> </ol>
Bearfield, (2003)	<ol style="list-style-type: none"> <li>1. intermediate clerical,</li> <li>2. sales and</li> <li>3. service workers</li> </ol>

**Objectives And Significance Of Study**

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| <ol style="list-style-type: none"> <li>1. To find out in which service quality performance dimension the Institute is performing well and in which dimension it needs improvement.</li> <li>2. To examine the various factors affecting Quality of Work Life in educational institutes.</li> </ol> | <ol style="list-style-type: none"> <li>3. To examine the employees satisfaction level regarding Quality of Work Life in Moradabad and its nearby professional colleges</li> <li>4. To suggest the ways to strategies to increase the level employees engagement in organization.</li> <li>5. To prevent stress.</li> </ol> |
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**Significance Of The Study**

The term Quality of Work Life (QWL) aims at changing the entire organizational climate by humanizing work, individualizing organizations and changing the structural and managerial systems. It takes into consideration the socio-psychological needs of the employees. It seeks to create such a culture of work commitment in the organizations which will ensure higher productivity and greater job satisfaction for the employees.

Quality of work life refers to the favorableness or unfavorableness of the job environment of an organization for its employees. It is generic term which covers a person's feelings about every dimension of his work e.g. economic incentives and rewards, job security, working conditions, organizational and interpersonal relationships etc.

By studying the "Quality of Work Life", employees' view regarding work life in educational institutes could be analyzed and suggestions given to that institute to improve the quality of work life. Implementation of suggestions, if there is any deficiency in the functioning of institutes, will be helpful in the smooth functioning of educational institutes and to increase the job satisfaction level of employees.

**Various Variables Of Qwl And Their Indicators**

Variables	Indicators
Job security	-Future guarantee
	-Another job rather than the present one
	-Existence of job
Reward System	-Paying the fair reward
	-Paying rewards based on level of attempts
	-Promotion based on merit
Skills improvement	-Learning the skills
	-Chance of improving skills
	-Growth of abilities
Employees participation	-opportunities to participate
	-Opinion polling in decisions

**RESEARCH METHODOLOGY**

Quality of Work Life is a dynamic multidimensional construct that currently includes such concepts as job security, reward systems, training and career advancement opportunities, and participation in decision making.

**Table 1** Socio-Personal characteristics of the Respondents

Socio-personal Characteristics	Category	Count	%
Gender	Male	17	34
	Female	33	66
Marital Status	Married	30	60
	Unmarried	20	40
Age group of employees	20-25 yrs	14	28
	25-30yrs	16	32
	30-35yrs	13	26
	35 and above	7	14
	Less than 10000	9	18
Monthly Income	10000-20000	17	34
	20000-30000	10	20
	30000-40000	14	28
	More than 40000	14	28
Normal Working hours in a day	5-8 hours	34	68
	More than 8 Hours	16	32

The study area for this study is Moradabad and it's nearby professional college i.e. IFTM Management College, TMIMT, MIT, SSIM, RSD, etc.50 Assistant Professors of 10 colleges are the respondents of the study. The research is based on both empirical and Analytical study. Convenience sampling is used to collect data from respondents. The data is collected with the help of well-structured questionnaire. Collected data is suitably coded, tabulated and analyzed with the help of various statistical tools.

**Data Analysis And Interpretations**

**Interpretation:** 34% of the respondents were male whereas 66% are female. Age of all the respondents varied from 20 to 50 years. 60% of the respondents are married. Monthly Income of maximum academic staff lies between Rs. 10,000 to 20,000 and only 20% respondents are getting salary above 30,000 Rs. It also reveals that highest 34% respondents have 1-3 yrs. of work experience with the organization and 28% have work experience of more than 5 yrs. 68% of the respondents are having 5-8 hours and only 32% have work load of more than 8 hours.

**Interpretation**

- Nearly 30% respondents agreed to have Satisfaction with current job; only 4% respondents are not satisfied about their work.
- Almost all respondents have set goals to achieve. 54% respondents strongly agreed to have Clarity about Work Assigned. It shows that academic professionals know the importance of goal setting in work performance.
- 3.36% Professionals Neutral about Organizational Decision Making that they satisfied decision with their organization's decisions.
- Nearly 49% professional agreed with their job profile that means they have felt secure in organization
- 5.46% Professional agreed with Justified with the provision for paid & unpaid Leaves. it means employees favorer on the provision on leaves.
- People are feel safe in organization in office hours at least 42% employees strongly agreed that they felt safe in institute.
- Work of life in organization is balance 82% are satisfied and no one disagreed with their organization.
- 8.92% peoples enjoying in organization during working hours with their colleague and no one disagree in group of people.
- Fair and adequate compensation are given according to work and designation as 62% employees agree that organization provide adequate and fair compensation according to their work or designation and no one strongly disagree regarding the adequacy and fairness in compensation according to their work.
- As far as the 54% respondent agreed with the monetary and non-monetary benefits given by organization feel satisfied.
- The 72% respondent agreed with Motivational program given by organization in term of FDP.

12. Researcher finds that only 10% respondent disagree salary and 64% respondent strongly satisfied with their salary.
13. In the survey researcher found 49% people got promotion opportunities but it is inferred that 28% of the employees are dissatisfied with promotion opportunities.
14. 16% respondent disagree of stressful condition but 84% strongly agreed of stressful environment in working place.
15. 167% employees agree that they are free to offer comments & suggestions in the organization and 2% disagree

employees will find institute a great place to work , which will result in quality enhancement at work place.

## CONCLUSION

From the study we can arrive the conclusion that the quality of work life contributes to the Employees' performance in a holistic manner. The study also helps us to know the loop holes of the Institution in providing the Employees' basic necessities. It also helps us to know how the Faculties are treated by the management. As a whole a study on Quality of Work Life helps in the development of Human Resources.

**Table 2** Variables of Quality of Work Life of the Respondents

Opinions	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total (%)
1.Satisfaction with current job	30	50	10	3	7	100
2.Clarity About Work Assigned	54	38	4	4	0	100
3.Role in Organizational Decision Making	20	16	36	18	10	100
4.Job Security in Organization	11	49	33	4	3	100
5.Justified provision for paid & unpaid Leaves	26	46	16	6	6	100
6.Safe Environment	42	40	4	10	4	100
7.Work Life Balance	32	48	8	12	0	100
8.Enjoying Work with group People	48	44	8	0	0	100
9.Getting pay for performance	26	34	22	14	4	100
10.Monetary and Non –Monetary Benefits	24	30	22	14	10	100
11.Motivation for FDP/training	20	46	18	10	6	100
12.Salary satisfaction	20	44	16	6	4	100
13.Poromotion opportunities	16	33	28	16	7	100
14.Stress	16	28	30	16	10	100
15. feel free to offer comments & Suggestions?	67	21	10	2	0	100

## Suggestions

QWL is the shared responsibility of the management and employees. To improve Quality of work life, firstly employer should identify the needs of the employees and then try to satisfy employee's important needs in best possible manner.

As they should know the future workplace will buzz with words like openness, speed, teamwork and quality, capabilities and performances will rule over mere degrees.

They can consider these factors are job providing with a sense of meaning and purpose, reasonable work load, work according to specialization and capabilities, pay for performance, superiors feedback efforts to help their juniors in positive way, performance appraisal should be used to tell their employees their area of improvement.

Management framing policies of the organization, transparency and well-designed compensation & leaves framework and delivering promises by top management at time also work as factor responsible for employees retention and engagement.

Success celebrations, workplace free from anxiety and stress, open suggestion system, clear set of goals, flexi timings, Flexi-leave policies for maternity leaves or parental leaves and recognition for innovation & creativity are the factors responsible for creating effective quality of work life in the institutions.

As pleasure in the job puts perfections in the work, so when the employer think about the employee's welfare, only then the

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**How to cite this article:**

Charu Dutta and Jeet Singh., A Study On Quality Of Work Life Of Employees At Management Institute In Moradabad: An Empirical Study. *International Journal of Recent Scientific Research Vol. 6, Issue, 6, pp.4884-4888, June, 2015*

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