# Quality of Work Life in Academic: A Review of Literature
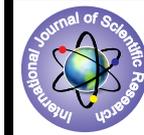
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**ABSTRACT**    *Human resource is a valuable asset of an organization as survival, growth; stability is heavily relied on people associated with it. In this era of globalization every organization is struggling to attract and retain competent workforce. Several studies have been undertaken to ascertain this menace, but still this malady which is stumbling block is not eradicated. QWL is gaining the momentum as it consider as one of the remedy for all kinds of organization ailment. Initiative have been taken in this endeavor for fostering Employee QWL which would fetch physical and mental well being to an employee and consequently extract the benefit of loyalty, honesty, dedication and the like. This paper focus on existing literature on QWL in academic. A rigorous literature review has taken and narrated. It is discovered through the literature that, most of the research scholar used Walton QWL dimensions i.e. Adequate and fair compensation, Safe and healthy working conditions, Opportunity for continued growth and security, Constitutionalism in the work organization, the social relevance of work life, Total life space, Social integration in the work organization and Developing human capabilities and establish its relationship with employee demographic variable, stress, satisfaction, commitment, performance, job satisfaction which reveal that former are the determinant of QWL.*

**Introduction:**

The concept of QWL originated in India in the mid 1970s when the country was passing through a phase of intense labour unrest. However, it failed to take roots. Chakraborty highlights the Indian approach to QWL and work ethics through a spiritual, metaphysical dimension to the personality of the worker.

Quality of work life has been understood as 'the quality of relationship between employees and the total working environment. It seeks to create those conditions in the organisation which promote individual learning and development, provide individuals with influence and control over what they do and how they do it, make available to the individuals interesting and meaningful work as a source of personal satisfaction and a means to valued personal rewards.

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

Regular assessment of Quality of Working Life can potentially provide organizations with important information about the welfare of their employees, such as job satisfaction, general well-being, work-related stress and the home-work interface. Studies in the Education sector have shown a valid measure of Quality of Working Life exists and can be used as a basis for effective interventions. Several research studies have been carried out on investigating, establishing, co-relating, discussing, and brainstorming to study the relationship of QWL & the factors that have a direct or indirect impact on an individual's productivity and the service management quotient of an organization.

**Literature Review**

All the dimensions of QWL i.e. adequate and fair compensation, safe and healthy working condition, opportunity for continued growth and security, opportunity to use and develop human capacities, social integration in the work organization, constitutionalism in the work organization, work and total life space, social relevance of the work in the life are positively correlated with job satisfaction of faculty members in the private universities of Bangladesh. Adequate and fair compensation and constitutionalism in the work organization show the highest positive correlation with job satisfaction. Opportunity to use and develop human capacities shows the least positive correlation with job satisfaction of faculty members. This positive relationship indicates that attempt to improve the dimensions of QWL can significantly enhance job satisfaction of the faculty members. (Ayesha Tabassum, 2012)

Relationship between QWL and performance was identified by (Behzad Shahbazi , Sadegh Shokrzadeh, Hossein Bejani, Emad Malekinia, Davod Ghoroneh, 2011 ) in which Dimension of QWL i.e. Adequate and fair compensation, Safe and healthy working conditions, Opportunity for continued growth and security, Constitutionalism in the work organization, the social relevance of work life, Total life space, Social integration in the work organization and Developing human capabilities are significantly related with performance. Social integration in the work organization has the greatest relation with overall performance. Developing human capabilities, Constitutionalism in the work organization, Total life space, Social integration in the work organization dimensions have more contribution in prediction of performance. Further it is noticed that, there isn't significant difference between Quality of work life of Department Chairpersons in the Esfahan University and Esfahan Medical Science University. Department Chairpersons in the Esfahan University and Esfahan Medical Science University are in high level concerning Quality of work life dimensions.

(Seyed Mohammad Mirkamalia, Fatemeh Narenji Thani, 2011). Here a study with the sample unit professor reveals no significant difference between the levels of QWL. Of the eight factors of QWL, a noticeable difference can be seen only between social integration and cohesiveness.

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 effect in 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.

Researchers discussed a range of correlations derived from their work, such as those between work involvement and job satisfaction, intrinsic job motivation and job satisfaction, and perceived intrinsic job characteristics and job satisfaction. Thus, some authors have emphasized the workplace aspects in quality of working life, others have identified the relevance of personality factors, psychological well being, and broader concepts of happiness and life satisfaction.

Factors more obviously and directly affecting work has, however, served as the main focus of attention, as researchers have tried to tease out the important influences on quality of working life in the workplace.

(KIAN-SAM HONG, KOK-WAH TAN & SURAINI BUJANG, 2010) explained that respondents only had moderate work life quality. There were also moderate relationships between work life quality and work commitment, stress, and satisfaction but there were no differences in the quality of work life based on demographic variables. On studying the work commitment based on gender the researcher found the difference in the level of commitment. Research also revealed that there were also no differences in work stress and satisfaction based on the same demographic variables. Similarly, the findings suggested that work commitment, work stress and satisfaction were not significantly correlated. Improvement in QWL of the teachers will ensure that students gain benefits from teaching.

In summary, where it has been considered, authors differ in their views on the core constituents of Quality of Working Life It has generally been agreed however that Quality of Working Life is conceptually similar to well-being of employees but differs from job satisfaction which solely represents the workplace domain

(Chao, Chih Yang,) studied the differences in viewpoints about leadership behavior of the principal and quality of work life of teachers with different backgrounds, as well as the relationship between two variables. The study concludes principal as the indication, for promoting teachers' quality of work life and their further performance. The study revealed that the perspectives of teachers were positive in leadership behavior of the principal and quality of work life themselves. The research revealed that the relationship between leadership behavior of the principal and quality of work life of teachers proves to be strong & positive in substance. It further concludes that the teachers' quality of work life could forecast with the principal's leadership behavior.

(Rochita Ganguly,Mukherjee,2010), The researcher aimed at the study of Nature of the perceived quality of work life (QWL) of the university employees, the nature of their job satisfaction, the nature of association between QWL and Job Satisfaction. The results indicate that the selected group of university employees perceived different aspects of their quality of work life as either uncongenial viz. Autonomy, top management support and worker's control mainly or they have had a certain amount of dilemma to comment on a few other aspects such as personal growth opportunities and work complexity mainly bearing the potential involving a slight trend of negative opinion.

(P.Subburethina Bharathi, Dr. M. Umaselvi, Dr. N. Senthil Kumar, 2011) found no significant difference between sex, family, age, designation, various income levels, type of college, native place of the respondents and their perceived levels of overall quality of work life. On the contrary the study found the significant difference between the department, professional membership, length of service, of the respondents and their perceived levels of overall quality of work life. Quality of work life in teaching environment indicate significant difference between Sex, professional membership, age, type of college, native place, length of service of the respondents and their perceived levels of overall quality of work life in teaching environment, but it was found that there is no significant difference between the department of the respondents, type of family , designation, various income levels of the respondents and their perceived levels of overall quality of work life in teaching environment. There is a significant association between quality of work life total and quality of life in teaching environment total. It shows QWL of college teachers is in low level.

Natarajan P. and Annamalai C (2011), has made an attempt to elicit the views of the employees regarding factors influence QWL on six different aspects viz. present job, present pay, promotion policy, supervision, work condition and supportive work culture. The consolidated opinion teaching and non teaching employee respondents with respect to determinants of QWL indicate, out of six factors' identified as determinants of QWL, the 3 factors viz present job, working condition and work culture highly influencing the QWL. Whereas teaching and non teaching respondents perceived that present pay, promotion policy and supervising

system are having moderate influence on QWL. There is no significant difference in perception between teaching and non teaching staff regarding present job, Present pay, Supervisor, Work Condition and Supportive work culture. Association between Demographic factors and Quality of work Life determinants of teaching staff in Pondicherry University indicate, there is no significant association between sex, age, experience and QWL Association between Demographic factors and Quality work Life determinants of nonteaching staff obtained same result. Determination of Quality Work Life of the Teaching and Non - Teaching staff indicate, present job, working conditions and work culture are highly influencing QWL in the university as perceived by the teaching and non teaching staff. Both the category of respondents' perceived that present pay, promotional policy and supervisory system are moderately influencing the QWL.

QWL variables on its own are a salient predictor of Job Satisfaction.

(Hanita Sarah Saad, Ainon Jauhariah Abu Samah and Nurita Juhdi Employees 2008) The researcher selected the 10 variables to measure Quality Work Life namely support from organization, work-family conflict, relationship with peers, self competence, impact on job, meaningfulness of job, optimism on organizational change, autonomy, access to resources and time control and found that all these variables have significant impact on job satisfaction. Among these variable Support, Work Family Interference, Quality of Relationship, Self Competence, Impact on job, Access to Resources and Time Control are no longer significant predictors. Meaningfulness, Pessimism about Organizational Change and Self Determination are significantly related to Job Satisfaction.

Job related aspects used in the study are Salary, Health care benefits, Access to recreational/fitness facility, Work load, Opportunities to develop new skills, Working environment, Fair and equitable performance appraisal, Opportunity for scholarly pursuit, Flexibility of working hours, Job security, Relationship with co-workers, Relationship with supervisors, Opportunity to work independently, Recognition of achievement, respondents are particularly not satisfied with most of the job related aspects. Moderate satisfaction indicated towards health care benefits, working environment, flexible work hours, relationship with co-workers and superiors as well as opportunity to work independently.

(H. Dargahi, M.K. Sharifi Yazdi, 2007) The Objective of the study based as A high quality of work life is essential for organizations to continue to attract and retain employees. The researcher realized that employees responding to this survey have a poor quality of work life. This indicates that majority of employees are not satisfied with most aspects of work life.

(Balasundaram Nimalathasan, 2010) identified four factors of QWL practices These four practices such as, job benefits for family, physically safe, payment for work, and creativity of outside. Policy implications may be useful for overall improvement of QWL of academic professions. The research suggests Universities should provide job security, conducive working environment, research facilities, and overall career advancement opportunities for their academic professionals. The study suggests Universities should offer minimum reasonable salaries and benefits to their academic professionals.

(Bani Kochar 2008) The research carried concentrates on the causes on job satisfaction among academics, with a study of faculty members of three institutes. Using Likert's scale ten dimensions of job satisfaction i.e. working environment, pay, cooperation of peers, delegation of work, opportunity for advancement and job security. Job satisfaction were measured for each dimension on seven point. Exploratory factor analysis of theses ten dimension reveals dynamics of job satisfaction among academics. Job satisfaction manifest as three meta dimension i.e. balance, combining three dimension for prevention of job dissatisfaction Working environment, Pay and cooperation of peer and four dimension for enforcement of motivation delegation of work, opportunity for growth, delegation of authority and opportunity for advancement commensuration representing higher rewards for higher level of trace and security meaning job security .

(Nirmala Kaushik and Manju Singh tonk 2008) studied QWL of teaching faculty & Relationship bet personality & QWL. Five dimensions of personality i.e Neuroticism, Extroversion, openness to experience, agreeableness, conscientiousness& eight dimensions of QWL i.e Adequate income & fair compensation, sale & healthy working condition, opportunity to use & develop human capacity, opportunity for career growth, Social integration in work place, constitutionalism in work organization work & quality of life, social relevance of work were measured. Three dimensions of personality extroversion, agreeableness, conscientiousness are positively correlated with QWL Extraversion is positively related to opportunities to use &develop human capacity.

(Dr. Mamata Mhapattra, Mr. Pinkal Shah, 2010) studied impact of different variable for retaining faculties in B school who have the right blend of academics, research and consultancy. 20 variables were used to know their impact, they are monetary compensation in comparison with corporate, physical facilities, career growth, performance appraisal system, monetary incentive, non monetary incentive, compromising with personal ethics, sluggish working environment, work culture, management rule and regulation, guidance for research work and core research facilities, no delay in creative development, timing of work, allow faculties for outside teaching assignment, encouragement of consultancy services by faculties, empowerment, higher study opportunity, overall job satisfaction. Result indicate aforementioned variables are important to retain management faculties, further it is suggested to create conducive atmosphere that would fetch satisfaction improve morale.

Quality of Working Life is not a unitary concept, but has been seen as incorporating a hierarchy of perspectives that not only include work-based factors such as job satisfaction, satisfaction with pay and relationships with work colleagues, but also factors that broadly reflect life satisfaction and general feelings of well-being

Dan Goldhaber, Michael Dearmond, and Scott Deburgomaster (2011) analyze how teacher attitudes differ by individual characteristics such as subject area, school assignment, or experience, as well as workplace characteristics such as school performance and the level of trust among teachers and principals. The results suggest teachers' attitudes toward reform are shaped by self-interest as well as by professional norms of collegiality—two factors that can push teachers' attitudes toward compensation reform in opposite directions. For example, teachers with middle and high school assignments in mathematics and science are more supportive of subject-area bonuses; the more trust that exists among teachers, however, the less teachers support merit pay.

Peter M. Hart (1994) studied the positive and negative work experiences reported by teachers, and how do these contribute to their quality of work life, Results confirmed that psychological distress and morale operate on different dimensions. Three structural equation models showed that positive experiences were stronger determinants of morale than psychological distress, whereas negative experiences were stronger determinants of psychological distress than morale. Psychological distress and morale contributed equally to teachers' overall quality of work life. When examined simultaneously it was found that positive experiences contributed only to morale while negative experiences contributed only to psychological distress. These findings challenge conventional wisdom and suggest that it is not possible to enhance morale by reducing negative experiences, nor is it possible to reduce psychological distress by focusing on positive experiences.

### Conclusion

Going through various articles, the general impression one would get is that, dimensions of QWL i.e. adequate and fair compensation, safe and healthy working condition, opportunity for continued growth and security, opportunity to use and develop human capacities, social integration in the work organization, constitutionalism in the work organization, work and total life space, social relevance of the work in the life are positively correlated with job satisfaction, performance. Social integration in the work organization has the greatest relation with overall performance. Developing human capabilities, Constitutionalism in the work organization, Total life space, Social integration in the work organization dimensions have more contribution in prediction of performance. Moderate relationships are also observed between work life quality and work commitment, stress, and satisfaction but there were no differences in the quality of work life based on demographic variables. On studying the work commitment based on gender the researcher found the difference in the level of commitment. The teacher's quality of work life could forecast with the principal's leadership behavior. Attempt has also been made to find out determinant of QWL which signifies present job, working conditions and work culture are highly influencing QWL. Three dimensions of personality extroversion, agreeableness, and conscientiousness are positively correlated with QWL. It has been evident from available literature on QWL that, QWL is fundamental as it is significant not only to determine employee satisfaction but also promote organization health.

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