Quality of Work Life Components: A Literature Review in Academic Sector

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Abstract : The concept of Quality of Work Life (QWL) has emerged as an important determinant of a model employment. Several researches have been conducted on QWL, but a few studies are in the academic sector. However, considering the contributions of QWL in the recent times, a more comprehensive review is attempted here on academic sector. In this connection , the author has reviewed the literature on QWL components which would help researchers to take a closer look at the application of QWL components. For this purpose, the author considered available secondary data relates to academic sector. The present paper Quality of Work Life Components: A Literature Review in Academic sector, is presented in four parts encompassing the concept of QWL, Review of available Literature on QWL , various Components of QWL and adoption of QWL components to academic environment. Based on the review a conclusion is provided. It is observed that 18 components are most predominant components that address the QWL of employees in the Academic Sector.

IndexTerms - Quality of Work Life (QWL), Work Environment, Work-Life Balance, Job Satisfaction

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I. INTRODUCTION

The concept of Quality of Work Life (QWL) has emerged as an important determinant of a model employment. Wages and salaries do not indicate how good the employer is. It is the total Quality of Work Life, wages and salaries include that is taken into account while rating employment conditions. Effective management therefore, is also about ensuring better quality of work life to the working class. The stress has to be on how good are the total living conditions of the working class rather than only the work climate provided in the industrial unit. Employee does not lead on the job work life only. In fact the off the job life is equally important. Sometimes, may be it is more important because employee spends more time off the job than on the job. Obviously, the quality of work will always have to be a function of both whether the managements like it or not. In order to ensure high quality performance the managements need to provide a high quality of work life.

The term quality of work life (QWL) refers to the favourableness or unfavourableness of a job environment for people(Keith,1989). Employees at the gross- root level experience a sense of frustration because of low level of wages, poor working conditions, unfavourable terms of employment, inhuman treatment by their superiors and the like, whereas managerial personnel feel frustrated with their conditions of employment, inter-personal conflicts, role conflicts, job pressures, lack of freedom in work, absence of challenging work, etc. It means High QWL is sought through good supervision, good working conditions, good packages and benefits and an interesting, challenging and rewarding job. QWL efforts are systematic attempts by organisations to give employees a greater opportunity to affect the way they do their jobs and the contributions they make to the organisation's overall effectiveness. QWL has assumed increasing interest and importance in both industrialised as well as developing countries of the world. In India, its scope seems to be broader than many labour legislations (B.Bora, 2015).

Quality of work life can be defined as the status of objective conditions/status of living of workers at the work place. It is a function between objective conditions of life and the subjective attitude. The condition in which the worker is exposed to the working place is work place environment(Panda et al,2001). Quality of Work Life (QWL) is a comprehensive concept that includes an individual's job related well being as well as the extent to which work experiences are rewarding, fulfilling and devoid of stress and other negative personal consequences (Lokanadha reddy et al,2010).

The QWL is a cooperative rather than authoritarian, evolutionary and open rather than static and rigid; informal rather than rule-bound; impersonal rather than mechanistic; mutual respect and trust rather than hatred against each other (Rao V.S.P , 2009). Since the origin of the term in early 1970's, quality of work life has become an important matter of concern in work organisations (Saklani D.R, 2003). The term "Humanization of Work", "Industrial Democracy", "quality of work life" and "participate work" are interchangeably used to denote the same sense. The core of these concepts in the value of treating the worker as a human being and emphasizing his development and involvement in work decisions. These concepts are very close to the HRD concepts (Udai Pareek , 1997). Katzell et al, 1975 observed that a worker issued to be enjoying a high quality of working life when he (1) has positive feeling towards his job and its future prospects (2) is motivated in the job and perform well, and (3) feels his working life fits well with his private life to afford him a balance between the two in terms of his personal values.

One of the major problems being faced by the developing and the developed countries in the quality of work life of a vast majority of employees engaged in productive pursuits. The issue is not just one of the achieving greater human satisfactions but it

also aims at improving productivity, adaptability and overall effectiveness of organisations. QWL is more than a sheer work organisation movement which focuses on job security and economic growth to the employees. In this mechanical life, workmen reach house after completion of their hectic job with highest stress. Human being cannot be compared with machines. They have their own impulses, instincts, emotions. Employer should design a job which suits the needs of workmen not the technology. By using Quality of Work Life (QWL) worker's potential can be used to maximum extent. It ensures greater participation and involvement of workers, makes work easier and improves quality and efficiency (B.Bora et al, 2015).

II. REVIEW OF LITERATURE

Several researches have been conducted on QWL , but a few studies are in the academic sector. The results from these researches are on observations of the earlier researches on academic sector.

The four major determinants of QWL, i.e. decision-making authority, growth and development, recognition and appreciation, and promotional avenues were missing and the teachers would like an environment that included these determinants(Chandar et al,1993). Meaningfulness of job, optimism on organizational change and autonomy are significantly related to Job Satisfaction of employees in a Private Higher Learning Institution. The study conducted in Tiruchirappalli city limit colleges reveals that their is a significant association between quality of worklife of teachers and working environment of teachers (Saad et al, 2008).

A study on the university employees revealed that there is a positive relationship between job satisfaction and QWL dimensions. QWL significantly contributes towards increasing the job satisfaction or dissatisfaction depending upon the employee's negative or positive perception of QWL dimensions(Ganguly R, 2010). Faculty members indicated positive job satisfaction and would continue to stay in the same job only if they have opportunity for growth and development along with organizational prestige, financial factors. In this direction the major cause of disgruntlement was found to be advancement opportunity, organizational prestige and financial factors. So the college administration must give due weightage to these factors as respondents have held these factors responsible for retaining them in their present jobs (Shariq abbas, 2010). If the QWL of teachers is below average then its resultant impact will be on teaching and research work and these are the basis for the progress of any society. QWL and Quality of life has a significant association in teaching environment. Research carried out in academic sector shows that QWL of college teachers is in low level(Bharati and kumar,2011).

QWL programmes provide opportunity for growth and development by facilitating training to the employees which consequently increases job satisfaction. QWL is concerned with creating work environment which is conducive and congenial. There is a significant relation between job satisfaction, personal growth, and team effectiveness even in the academic sector(R.Jayan, 2012). QWL has direct bearing with productivity, as improved QWL will ultimately lead to higher productivity and job satisfaction (Alireza et al, 2012). QWL of academicians, particularly in the Private Technical Institute, is not in a better condition. Factors such as salary and wages biasness between same qualified employees, advancement opportunity for growth is low, salary and job security issues are badly affecting the relationship with administration and academicians, dissatisfaction regarding leave flexibility etc. are responsible for low QWL of respondents (Vishwakarma et al,2013). A high QWL is required for the growth of both the employees and the institutions.

Jain Bindu and Swami Yashik(2014) in their study divulged that QWL in Indian academic sector is of low level. A planned change in the working environment is required to improve QWL in academic sector. Training, redesign of work, workshops for knowledge enhancement and personal growth, valuable participation in decision making, modification in promotion scheme etc. are some of the ways through which we can improve QWL. Improved QWL is beneficial for both the employee and institute so it's the mutual responsibility of the two. QWL of teachers at academic sector is below satisfaction and required attention and implementation of effective measures to improvement it. The major issues regarding QWL in academic sector are: i. Avenues for growth and development not satisfactory. ii. Promotional aspects are not satisfactory. iii. Teacher's participation in decision making is below satisfaction. iv. Job security is there but Job satisfaction is missing. v. Job involvement is lacking. Solutions: i. The level and number of designation regarding faculty should be increased and it should be same at college and university level. ii. There must be transparency and decisive role of teachers in decision making bodies of institution since teachers are not only the part parcel the institution, but also the important instrument in the implementation of different policies, rules and regulations. iii. Autonomy of the institution should be maintained with respect to its various dimensions such as recruitment, selection, framing of general polices, rules regulation etc. iv. Regular orientation/refresher courses, workshops, seminar, symposium etc. should be organized for teachers up gradation on current trends, methods, strategies, pedagogy of education. v. "Personality assessment test" for selection of new faculty should be rigorously conducted. vi. The administration should organize health related programmes for teachers in order to provide them better QWL.

Tanushree Bhatnagar and Harvinder Soni(2015) in their study on the impact of quality of work life on job satisfaction has been studied based on the demographic variables of gender, age and work experience of teachers. The method of this study is descriptive research and the survey was conducted among 100 school teachers in Udaipur city. Results show that there is a relationship between QWL and job satisfaction. Debasis Pani (2015) in their research tried to understand how various independent factors like nature of job, Stress Level, Work Independence, Job Security, Career Prospects, Safety and Health Work Conditions, Opportunity for growth and security and Total life space positively influence the dependent factor i.e., overall QWL experiences of faculties working in various private engineering colleges. The study reveals that Opportunity for Growth and Security factor have larger impact on overall QWL experience, where as Nature of job, Job security and life space has moderate

impact and the rest factors has less impact on overall QWL experience. Finding of the study further indicates that overall QWL experiences do not vary significantly due to age and gender.

On the contrary, the results of the study conducted by Mehrotra and Khandelwal (2015) in their investigation on the association of demographic factors (gender and salary) on QWL of teaching employees in private technical institutions in Bareilly Region, India revealed a significant association between QWL and demographic characteristics (gender and salary) of the employees. They concluded that female employees are more satisfied with their QWL than male employees. They observed that female employees are more satisfied than male employees, the chi square test confirms that the demographic variable gender and salary have an association with each other and therefore with the Quality of Work Life of Teaching staff in Private technical institutions. The sample consists of 110 teaching employees of a technical institution.

O.P.Singh and S. K. Singh (2015) observed that the current study would be of strategic importance to educational institutions to identify the critical factors that could enhance teacher's job satisfaction, commitment, and performance level. Hence, higher educational authority should take progressive steps to organize a conducive and congenial work culture and environment at higher educational level in which every teacher works in a well defined manner for their own excellence and for institutional effectiveness also. In another research conducted in India by Elamparuthy and Jambulıngam (2016) on 230 college teachers' perceptions of QWL working in 18 colleges located within the "Tiruchirappalli and Kumbakonam" city limits. The results indicate that the level of QWL of college teachers is low. Their results further indicate that there is a significant difference in QWL perceptions as per length of service of the respondents but no significant difference exist in QWL perceptions a per gender, age, designation and income levels of the respondents.

Abdulkadir Mohamud Dahie et al. (2017) utilized convenient sampling to collect 95 questionnaires from University of Somalia in Mogadishu, Somalia. These respondents were provided a questionnaire with three main construct which measuring general well-being, career and job satisfaction and working conditions. However, the study found that general well-being, career and job satisfaction as well as good working condition workplace have significant impact on quality of work life. The prime objective of Malarkodi et al, (2017), research is to critically envisages the various parameters determining Quality of work life among the faculties. Descriptive research Design and convenient sampling method adopted for this study. 200 sample size from the total population chosen for this study. Faculty members have expressed their opinion that the management needs to take necessary steps for structuring proper work load models to be offered to the faculties.

Madhuri Sitaram Ban and U.V.Panchal(2017) observed that emotional intelligence will help an employee experience better work – life balance. High self – awareness helps an individual to monitor the actions and try to rectify it if required, self-awareness guides an individual to fine tune the job performance style and become more acceptable and socially networked. Further it also helps employees, use their emotions to facilitate performance by directing them toward Constructive activities and improving personal performance. Any person highly capable in this dimension would be able to encourage him or herself to do better continuously and direct his or her emotions in positive and productive directions. Shanmuga priya. I and J. Vijayadurai(2017) expressed that today roles of women have changed a lot depending upon their profession throughout the world. Due to financial demands, economical status, education effective usage all are major role for women lecturers. This study concludes performance , satisfaction, stress relief all could be main outcomes in quality of work life for an working women lecturer in colleges.

III. QWL COMPONENTS IN ACADEMIC SECTOR

A number of attempts have been made to identify various dimensions of this concept. "Some have emphasized the improvement in working conditions leads to better quality of life, while others feel a fair compensation and job security should be emphasized"(Mirza S Saiyadain ,1995). Luthans (1985) recognises the purpose as "to change the climate at works so that the human – technological – organisational" interface leads to a better quality of work life.

Rechard E.Walton (1973), explains quality of work life in terms of eight broad conditions of employment that constitute desirable QWL. He proposed the same criteria for measuring QWL. The conditions/Criteria include: (1) Adequate and fair compensation, (2) Safe and healthy working conditions, (3) Opportunity to use and develop human capacities, (4) Opportunity for career growth, (5) Social integration in the work force, (6) Constitutionalism in the work organisation, (7) Work and quality of life and (8) Social relevance of work.

Dr. Saklani(2003) has chosen thirteen dimensions for analyzing the concept of QWL viz., 1.Adequate and fair compensation, 2. Fringe benefits and welfare measures, 3. Job security, 4. Safe and healthy physical environment, 5. Work load, 6. Opportunity to use and develop human capacity, 7. Opportunity for continued growth, 8. Human relations, 9. Participation in decision making, 10. reward and penalty system. 11. equity, justice and grievance handling, 12. work and total life space, and 13. image of organisjon in the society.

Researchers used different components to measure the Quality of Work Life of employees in their study. Nanjundeswaraswamy & Sandhya(2016) have examined various papers, and have proposed a new set of QWL components to measure the degree of QWL of employees in the changed scenario. According to them, by considering the available literature

based on the frequency of usage of the components by different researcher and changed situation in labor market, eighteen components are most predominant components that address the QWL of employees.

Table-1: QWL factors from previous research studies in Academic Sector	
Author(s)	Components to measure the degree of QWL of employees.
Chander, Subash and Singh, Parampal (1993)	Adequacy of resources, employee attitude, Autonomy of work, Facilities, Leadership styles, Job security, Occupational stress, Nature of Work, Job Challenges/ Job responsibility, Training and Development, Relationship and co operations, Organizational culture, Organizational commitment, Adequate and fair compensation, Opportunities for Growth and Advancement, Job satisfaction, Work environment.
Kershaw C(1994)	Work load ,communication, support, Recognition
Lam P(1995)	Job satisfaction, Social relevance of work
George Mason University's QWL Task force(2000)	Work Load, Promotion and recognition
Mentz K(2001)	Job satisfaction, Perception
David lewis et al (2001)	Research shows leadership styles and Adequate and fair compensation
G NaslSaraji, H Dargahi (2006)	Training and development, work environment, Opportunities For Growth And Advancement , Adequate and fair compensation, Organizational commitment , Job security, Facilities, Autonomy of work , Job Challenges/ Job responsibility, Health and Safety, Employee Satisfaction
Rauduan che Rose et.al(2006)	Career achievement, Career Satisfaction
Rishu Roy(2006)	Job Performance, Motivation and Rewards
Julia Connell, Zeenobiyah Hannif,(2006)	Working conditions, Employee focus
Besharat, M. A. (2007)	Work environment.
Guna seelan Rethinam, Maimunah Ismail(2008)	Dynamic changes, Work Life
Yousefi, F. & Safari, H. (2009)	Emotional Intelligence
Mehdi Hosseini, Gholamreza Mehdizadeh Jorjatki (2010)	Adequate and fair compensation, Opportunities For Growth And Advancement .
Rochita Ganguly(2010)	Job satisfaction, Perception
Shariq, Vandana and Anant(2010)	Job satisfaction, Organizational prestige and financial factors
Kalantari, P.; Mohammadi Moghani, H.; Taghibigloo, N. & Honari, H. (2012)	Emotional Intelligence
Farahbakhsh, S. (2012)	Emotional Intelligence
Ahmadnejad, M., Hassani, M., Sepehrian Azar, F., & Shojaiee, K.(2012)	Emotional Intelligence
Tabassum, A., Rahman, T., & Jahan, K. (2012)	Relationship and co operations, Work environment , Job satisfaction.
Eghtesadi, S. (2013)	Emotional Intelligence
Abdollahi, B. & Pour-Moazzen, O.(2013)	Emotional Intelligence
Ramazani, A. & Nazarian-Madvani, A. (2013)	Emotional Intelligence
T.S.Nanjundewara swamy & Swamy D.R (2013)	Work environment, Organization culture and climate, Relation and co-operation, Training and development, Compensation and Rewards, Facilities, Job satisfaction and Job security, Autonomy of work, Adequacy of resources.
Afsar,S.T. (2014)	Organizational commitment
Barzoki, A. S., & Sarand, V. F (2015)	Organizational commitment
Karimi, O., Daraei, M. R., & Farajzadeh, F. (2015)	Job security, Work environment , Opportunities for Growth and Advancement, Adequate and fair compensation, Emotional Intelligence, Organizational culture, Job security.
Maghaminejad, F., & Adib-Hajbaghery, M. (2016).	Work environment, Adequacy of resources, Job security, Relationship and co operations, Organizational culture, Adequate and fair compensation, Opportunities for Growth and Advancement, Job satisfaction.
Hamidi, Y., Mohammadi, A., Soltanian, A. R., & Mohammad Fam, I. (2016)	Organizational culture, Job satisfaction
Sawhney, M. M., & Khatri, M. P. (2016) [	Job satisfaction

There were few researchers' conducted studies to analyze the QWL of Academic sector across the world. The following researches on QWL components in academic sector is the main study are shown below in Table: 1 according to chronological Order.

IV. CONCLUSIONS

It can be seen from the above mentioned studies conducted in various organizational settings in academic environments more specifically in different countries and cultural background clearly evidenced that Quality of Work Life practices have positive implications at work place. The studies stoutly substantiated the relevance of QWL in honing positive workplace behavior and attitudes like job satisfaction, Organizational commitment, reduced absenteeism and stress levels, employee well being , engagement in job and even improved performance. Hence, it can be concluded that Quality of Work Life practices triggers positive workplace experiences in employees, academicians in specific. Various Researchers used different components to measure the Quality of Work Life of employees in their study in Academic Sector in particular. It can be concluded that even to Academic sector, the following 18 components are most predominant components that address the QWL of employees. They are Adequacy of resources , Adequate and fair compensation , Autonomy of work , Emotional Intelligence , Employee Attitude, Facilities, Job Challenges/ Job responsibility, Job satisfaction, Job security, Leadership styles, Nature of Work, Occupational stress, Opportunities For Growth And Advancement, Organizational commitment, Organizational culture, Relationship and co operations, Training and Development and Work environment.

V. ACKNOWLEDGMENT

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