



Relationship between Quality of Work Life and Workplace Well-Being among college teachers in Jammu district

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Abstract:

The aim of this study was to examine the relationship between quality of work life and work place well-being among college teachers in Jammu district. The study utilized a cross-sectional design to select quantitative primary data by using self-administered questionnaire in order to achieve objectives of the study. The sample was collected from both government and private colleges of Jammu district, sample size was 120, out of total sample 50% were male and 50% females, 50% working in govt. colleges and another 50% of private colleges. Stratified random sampling was used for collection of data. The data collected from the respondents was subjected to statistical analysis. The results of the study revealed that there is significant and positive relationship between QWL and job satisfaction while negative relationship between stress at work and job satisfaction. Further results showed that there was significant positive relation between quality of work life and work engagement, while significant difference was found between stress at work and work engagement. Overall it was concluded that quality of work life has positive meaningful relation with work place well-being of teaching staff in colleges located in Jammu district.

Keywords: Quality of work life, Job satisfaction, Work engagement.

Introduction:

Quality of work life is a person's life. It covers a person's feelings about every dimension of work including economic rewards and benefits, security, working condition, organizational and interpersonal relations and its intrinsic meaning in person's life. Therefore we can simply say quality of work life is a concern not only to improve life at work, but also outside work. In the era of globalization, maintaining the quality human inputs rises from maintaining the quality of work life perfectly. Rise in the quality of work life would help employee's well-being there by the well-being of the whole organization. Quality of work life has been defined as "The quality of relationship between the employees and the total working environment". Quality of work life is concerned with the overall climate of work and the impact on work and people as well as on organization effectiveness, Indrani & Devi (2014).

Quality of work life involves wide variety of components that are influenced on the performance of the employees. Good quality of work life is necessary for an organization to attract and retain skilled and talented employees. QWL is also viewed as a wide-ranging concept which include adequate and fair income, safety and healthy work conditions and social integration in the work organization that enables a person to develop and utilize all his/her capacities (Kothapalli, P. 2014).

The monitoring of employee's views about the quality of their work and the quality of their work life helps the employers get an idea of where improvements in an organization can be made. There are different objectives for different organizations, but the overriding seems to be; the impact of work on the employees, worker participation in problem solving and decision making, and a structure which rewards an employee for input into the work process (Sinha, C. 2012).

According to Yadav, R., & Khanna, A. (2014). Quality of work life is becoming an imperative issue to achieve the goals of the organization in every sector whether its education, service sector, banking, tourism, manufacturing etc. Attrition, employee's commitment, productivity etc. depends upon the dimensions of quality of work life. It refers to favourableness or unfavourableness of a job environment for people. A high quality of work life is essential for organizations to continue to attract and retain employees. Quality of work life can be said to be all the original inputs which aims at improving the employee's satisfaction and enhancing organizational effectiveness.

Job Satisfaction:

The concept of job satisfaction has been defined in many ways. However, the most used definition of job satisfaction organizational research is that of Locke (1976), who described job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience".

McNamara (1999) defines job satisfaction as "one's feelings or state of mind regarding the nature of their work. Job satisfaction can be influenced by variety of factors, e.g. the quality of one's relationship with their supervisor, the quality of physical environment in which they work, the degree of the fulfilment of their work, etc."

Maslow's theory constitute five levels of individual needs: self-actualization and esteem needs at the top level, social, safety and physiological needs at the bottom. This theory has often been used to conceptualize employee's motivation based on different levels of needs. Maslow assumes that some needs are more important than other needs and must be satisfied before the other needs can serve as motivator.

Job satisfaction as a psychological construct is defined by Dawes (2004) as having two components; a cognitive component (the perception that one's needs are being fulfilled), and an affective component (the feelings that accompanies the cognition).

Work Engagement:

Recent efforts to improve organisational performance have begun to emphasize positive organizational behaviour concepts and positive emotions. Work engagement gas emerged as the most important organizational concept, particularly among organizational consultants (Burke et.al. (2009).

Kahn, W. (1990), defines employee's engagement as "the harnessing of organization member selves to their work roles; in engagement, express themselves physically, cognitively and emotionally during role performances". The cognitive aspect of employee engagement concerns employee's beliefs about the organization, its leaders and working conditions. The emotional aspects concerns how employees feel each of those three factors and whether they have positive or negative attitudes towards the organization and its

leaders. The physical aspect of employee engagement concerns the physical energies exerted by individuals to accomplish their roles. Engagement means to be psychologically as well as physically present when occupying and performing an organisational role. Most often employee engagement has been defined as emotional and intellectual commitment to the organization.

Work place well-being:

Work place well-being is connected to physical health, mental health and wellness but primary emphasizes on social and psychological dimensions of three interrelated elements- work place, work force and work the people can do. Work place is characterized by job satisfaction and work engagement. Work engagement as a positive, fulfilling, affective motivational state of work related well-being that is characterized by vigour, dedication and absorption (Bakker, Scgaufeli, Leitre & Taris, 2008).

Review of Literature:

Review of literature on Quality of work life and job satisfaction:

Chitra, D., & Mahalakshmi, V. (2012) conducted a study on employee's perception on quality of work life and job satisfaction by using three variables of quality of work life such as meaningfulness, self-determination and job satisfaction in manufacturing organization, the results indicated that three variables of quality of work life are significant positively related to job satisfaction.

Hassan, N., & Golkar, S. (2013) investigated the relationship between the quality of work life and job satisfaction on a sample of 300 human resource managers in Iranian firms and results showed that quality of work life has positive impact on job satisfaction, it was observed as working conditions of the employees were improved, they get fully involved physically as well as mentally in their jobs, and level of job satisfaction was positively correlated.

Kasraie, S., Parsa, S., Hassani, M., & Zadeh, G. A. (2014) examined the relationship between quality of work life and job satisfaction on a sample of 158 hospital employees and findings revealed there is significant positive relationship between quality of work life and job satisfaction, which implies better the quality of work life, higher will be the job satisfaction and vice-versa.

Oshaghi, F., & Aghdam, G. (2015) studied the relationship between quality of work life and job satisfaction on a sample of 375 employees and the results revealed that there is significant positive relationship between the quality of work life and job satisfaction, indicating that increase in quality of work life, the prediction value of job satisfaction also increased.

Kermansavari, F., Navidian, A., Rigia, S., & Yaghonbinia (2015) aimed to determine the relationship between quality of work life and job satisfaction on a sample of 202 faculty members of Zahedan university of medical sciences and the results found that there is significant positive correlation between quality of work life and job satisfaction.

Review of literature on quality of work life and work engagement:

Tamini, K. B., Yazdany, O. B., & Bohj, B. F. (2011) investigated a study on quality of work life as a function of the organizational commitment and job burnout of government and private bank employees. The result showed that quality of work life had significant negative correlation with burnout.

Kanteen, S., & Sadullah, O. (2012) aimed to investigate and determine relationship between quality of work life and work engagement on a sample of 180 staff members and the results showed that there was a significant relationship between quality of work life and work engagement, implying greater the work engagement higher will be the job satisfaction.

Yipyintum, S. (2012) investigated a conceptual frame work regarding the quality of work life and employee engagement that has adopted philosophy of sufficiency economy and concluded through their results that quality of work life has been significantly and positively related to employee engagement.

Kobranorouzian, Khosrownorouzian & Hosseindoolatdost (2014) followed to examine the mediating effect of job engagement in the relationship between stress management and quality of work life among the employees of university in Iran. The results reveal there is a significant positive relation between job engagement and quality of work life.

Brajard, Dupuis, G., & Fleet, R. (2015) conducted a quality review to assess quality of work life, burnout and stress in emergency department physician, the results reveals that burnout is related to quality of work life as is positively related to poor quality of work life as the physician showed moderate to high level of burnout with difficult work conditions including significant psychological demands, lack of resources and poor support.

Methodology:

The study utilized a cross-sectional design to select quantitative primary data by using self- administered questionnaire in order to achieve objectives of the study.

Sample: The sample of the present study consisted of 120 colleges' teachers teaching in various colleges of Jammu district. Stratified random sampling was used for selection of the sample. Out of the total 120 teaching employees, 60 were males and 60 were females. 60 employees were working in government colleges and 60 in private colleges. The study sample consisted of those who agreed to participate in the study.

Demography of the sample: The demographic characteristic of the sample consists of age, gender, marital status, educational qualification, designation, type of organization, name of contract, and area of residence

Distribution on the basis of age:

Age	No. Of participants	Percentage
24-31	27	22.5
32-39	47	39.2
40-47	21	17.4
48-55	22	18.5
56-63	2	1.6
64-72	1	.8

Distribution on the basis of marital status:

Marital status	No. Of participants	Percentage
Married	86	71.7
Unmarried	32	26.7
Separated	2	1.7

Distribution on the basis of organisation:

Type of organisation	No. Of participants	Percentage
Private	60	50
Government	60	50

Distribution on the basis of nature of contract:

Name of contract	No. Of participants	Percentage
Permanent	53	44.2
Temporary	67	55.8

Distribution on the basis of gender:

Gender	No. Of participants	Percentage
Male	60	50
Female	60	50

Distribution on the basis of area of residence:

Area of residence	No. Of participants	Percentage
Rural	30	25
Urban	90	75

Distribution on the basis of designation:

Designation	No. Of participants	Percentage
Professor	6	5
Associate Professor	15	12.5
Assistant Professor	24	20
Lecturer	51	42.5
Teaching Assistant	24	20

Limitation of the study: Sample was collected only from government and private colleges of Jammu district only. Only teaching staff was taken up as sample for the purpose of present study.

Tools used:

- Work-Related Quality of Life (WRQoL) Scale
- Michigan Organizational Assessment Questionnaire (MOAQ-JSS).
- Utrecht Work Engagement Scale-9 (UWES-9).

Statistical Techniques: Depending upon the sampling procedure, sample, hypotheses, objectives and need of the study, the data will be subjected to Person's Product Moment method. Statistical Package for Social Sciences (20th version) was used for analysis of data.

Result and Discussion:

TABLE 4.1 Correlation between quality of work life and job satisfaction:

	GWB	HWI	JCS	CAW	WCS	SAW	WQOL	Job Satisfaction
GWB	1	.378**	.389**	.328**	.342**	-.128	.535**	.155
HWI		1	.432*	.423**	.498**	-.117	.705**	.291**
JCS			1	.623**	.408**	-.195*	.813**	.369**
CAW				1	.411**	-.167	.722**	.182*
WCS					1	-.112	.628**	.321**
SAW						1	-.082	-.187*
WQOL							1	.317*
Job Satisfaction								1

**, Correlation is significant at the 0.01 level (2-tailed)

*. Correlation is significant at the 0.05 level (2 tailed)

There will be significant and positive relationship between QWL and job satisfaction.

From examining the table 4.1, correlation between general well-being and job satisfaction, homework interface and job satisfaction, job career satisfaction and job satisfaction, control at work and job satisfaction, working conditions and job satisfaction was found to be significant positive. The relationship is positive which implies that increase in work related quality of life; there will also be increase in job satisfaction and vice- versa. Similar results have been reported by Hassan and Golkar (2013).

Correlation between stress at work and job satisfaction was found to be negatively significant, the value shows there is negative relationship between stress at work and job satisfaction, which indicates as the stress at work increases, their satisfaction towards that job will decrease.

Table 4.1.2 Correlation between quality of work life and work engagement:

	GWB	HWI	JCS	CAW	WCS	SAW	WQOL	Vigour	Dedication	Absorpti-on	Work engagement
GWB	1	.387**	.389**	.328**	.342**	-.126	.535**	.224*	.198*	.085	.209*
HWI		1	.432**	.423**	.498**	-.117	.705**	.201	.305**	.102	.250**
JCS			1	.623**	.408**	-.195*	.813**	.269**	.303**	0.98	.176**
CAW				1	.411**	-.167	.722**	.189*	.229*	0.65	.199*
WCS					1	-.112	.628**	0.77	.208*	.167	.187*
SAW						1	-.082	.251**	-.181*	-.041	-.160
WQOL							1	.190*	.305**	.148	.264**
Vigour								1	.601**	.307**	.790**
Dedication									1	.515*	.871**
Absorption										1	.757**
Work engagement											1

**.. Correlation is significant at the level 0.01 (2-tailed)

*. Correlation is significant at the level 0.05 (2-tailed)

There will be positive and significant correlation between Quality of Work Life and Work Engagement.

From the table 4.1.2, it has been found that correlation between general well-being and vigour, general well-being and dedication, general well-being and absorption, general well-being and work engagement was found to be significant positive, which means an increase in general well-being of teaching faculty increases the other above mentioned dimensions also increased positively. The correlation between home-work interface and vigour, dedication, work engagement was found to be positive related, therefore an increase in home-work interface increases above dimensions too. A significant and positive correlation was found between job career satisfaction and vigour, dedication, absorption and work-engagement, which means as the job career satisfaction of the teaching faculty of colleges increases, vigour, dedication, absorption and work engagement also increases. Correlation between control at work and vigour, dedication, absorption and work engagement was found to be significant positive, which means as the control at work increases,

above dimension will also increase. Correlation between working conditions and vigour, dedication, absorption and work engagement was found to be significant. The relationship is positive which means higher and better the working conditions of the teaching faculty more will be the vigour, dedication absorption and work engagement.

A significant negative correlation was found between stresses at work and vigour, dedication, absorption and work engagement. The relationship is negative, which means as the stress of the college teaching employee's increases, their vigour, dedication, absorption and work engagement decreases. The value shows there is weak correlation between the said variables. A significant and positive correlation was found between quality of work life and work engagement. The value signifies that there is moderate correlation between the two variables. The results indicated that with an increase in the overall quality of life, work engagement among college teachers also increases.

Discussion: The findings of the present study shows that there is positive and significant relationship between quality of work life and its dimensions with job satisfaction among teaching faculty in colleges, where as one dimension i.e. stress at work has negative relationship which means increase in overall quality of work life is influenced by work correlates positively with an increase in job satisfaction. The results further indicated that psychological well-being and general physical health aspects at work relate positively to how much the person is satisfied with his/her job. Further the results revealed the degree to which, the organization understands and tries to help with pressure outside the work is a positive indicator of work place well-being among employees, the employees will experience better well-being related to work place leading to work life balance.

Job and career satisfaction reflecting the extent to which the employees are contented with job and prospects at work has been found to be positively related to the well-being among faculty staff. It implies that sense of achievement, fulfilment of potential at work relates to well-being among employees. Congenial working conditions and level of control an employee exercise at work indicates workplace well-being among employees where as stress at work such as pressure and demands negatively correlates with an employee's work place well-being (Gupta & Sharma, 2011).

Higher educational institutions depend on employee's intellectual capacities, knowledge and skills for efficient and effective delivery of services to achieve the strategic objective of the institutions (Naris & Ukpere, 2010). Therefore, investigating the factors related to the well-being of teaching staff in these institutions is of considerable importance. The researcher therefore suggests the higher educational authority to provide supervisor support, assistance, better quality of work life, meaningful activities, flexible work engagement, and opportunities for growth and development for enhancing well-being among employees at work, as it is well said that happy and healthy employees are the most productive ones.

Conclusion: The analysis of the variables leads to the conclusion that all the dimensions of the quality of work life: general well-being, home-work interface, job career satisfaction, control at work, working conditions, stress at work has a significant relationship with job satisfaction. The dimensions have positive relationship with quality of work life except stress at work which has negative relationship with job satisfaction among teaching staff in colleges. All the above mentioned dimensions of quality of work life (except stress at work) are having positive relationship with work engagement, while stress at work has negative and insignificant relationship with work engagement. Overall, it is concluded that quality of work life has positive meaningful relation with work place wellbeing of teaching staff in colleges located in Jammu district.

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