

# Quality of Work Life in Educational Institutions - A Conceptual Perspective

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**ABSTRACT** - Quality of Work Life is a critical concept with a broader meaning as it focuses on both work life and personal life of the employees. Earlier it's possible to attract the employers or employees of the institution by providing rewards and awards to the employees. But later the circumstances changed, then it became too difficult to attract the employees in the institution. There came the concept of QWL. It's mainly focused on attracting the employees and retaining the most talented employees in the institution. Work life indicates the productivity of the organization and personal life indicates the family relationships and social status of the employee. So there should be a balance on both the concepts. In recent years the concept Quality of Work Life gained more importance as Work is considered to be the integral part of the life. On an average it is found that a human being spends 1/4th of his day in organization. So, it's important to know how effectively we are supposed to use our working atmosphere. This article focus on the evolution of Quality of Work Life and its meaning, motivational tools, training methods adopted by the Institution on QWL, factors that influences of Quality of Work Life and it is particularly focused on only 7 elements as follows: Motivation, Training and Development, Job Satisfaction, Compensation, Job Security, Career Growth and Open Communication.

**Keywords** - Quality of Work Life, Job Satisfaction, Career Planning, Career Development, Training and Development, Compensation, Career Growth, Productivity.

## I. INTRODUCTION

Quality of Work Life (QWL) refers to the level of cheerfulness or disappointment with one's career. Those who can enjoy their work are said to have high quality of work life and those whose needs are unattained are said to have low quality of work life. Low quality of work life is applicable regardless of their position or the status. Dissatisfaction of the work affects the employees in one-way or the other. This dissatisfaction can be exhibited either in the form of frustration, boredom and anger which can have its impact on both the individuals and Institutions.

Quality of Work Life (QWL) includes factors such as working environment, Institutional Culture, Job Satisfaction, Motivation, Compensation, Training and Development, Job Security and Stress Management. Quality of Work Life leads to the improvement in job satisfaction of the employees. This job satisfaction results to the increase in overall performance of the Institution. Thus the absence of QWL results to the dissatisfaction in job and lack of motivation and morale.

## II. EVOLUTION OF QUALITY OF WORK LIFE (QWL)

The term "Quality of Work Life" was introduced in the year 1972 by 'Louis Davis' during an International Labour Relations Conference held in Toronto. QWL activity acquired importance between 1969 to 1974, because majority of the researchers, scholars and government officials were showing interest on how to improve the quality of an employee. QWL was implemented in majority of the industries to increase the productivity from 1980 onwards. In 1981 second International Conference was held on Quality of Work Life in Toronto. This conference was assembled with total strength of 1500 participants of which 200 participants belongs to unionist, 750 participants belongs to management people and the rest of the people are Academicians, Consultants, Industrialists and Government officials. Since from 1972 to till today, In this era of competition people started to recognise the importance of QWL because QWL was used to develop employees Career and Personal life planning.

### III. CONCEPT OF QUALITY OF WORK LIFE

Quality of Work Life (QWL) is becoming increasingly popular concept in recent scenario. It discuss about the various methods in which institution can ensure holistic well-being of an employee rather than focusing on work-related aspects.

#### Ways to achieve Quality of Work Life (QWL)

Every institution has their own elements to achieve the QWL, but there are 7 elements which are considered to be required and which is followed in majority of the institutions, they are:

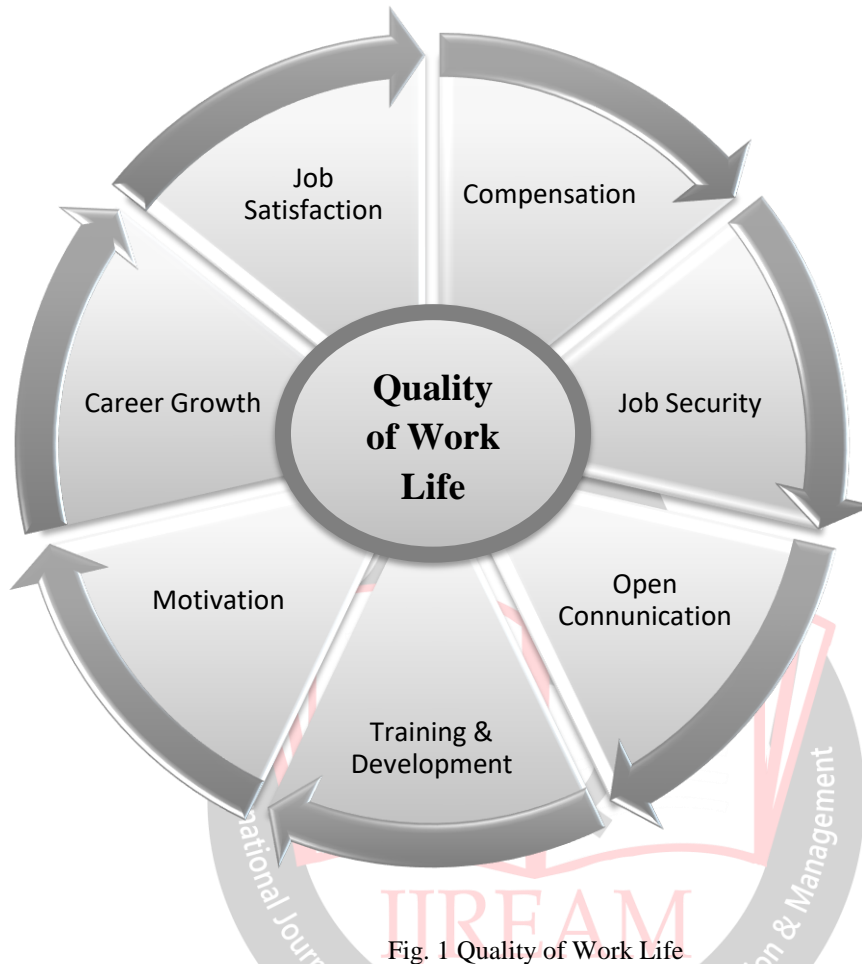


Fig. 1 Quality of Work Life

#### Compensation:

If an employee in the institution is awarded with their performance, this motivates the employees to perform even more better than before.

#### Job Security

If an employee feels that there exists security for their job, it gives confidence and this makes employee to show dedication on their work, which yields to generate fruitful results.

#### Open Communication

Transparency between employees and top management gives them confidence as they are updated with the institutional activities and also feel at no difficulty for being approachable.

#### Training and Development

Training and Development provides proper platform that which moulds the employees as according to the trend

which is required for the Institution. Because of these training programs the employees skills will be developed and this results to grow in their career.

#### Motivation

Without motivation, Institution could be placed at a very risky position. So in order to achieve Institutional goals the management take the responsibility to motivate the employees for generating the best quality education.

#### Career Growth

When employees are offered career development programs, it makes them feel like they're growing with the Institution and provides a sense of purpose, which in turn fosters loyalty. Career growth feeds the hunger of employees to learn and grow in life at work.

#### Job Satisfaction

Employees need to be loving their work and this passion comes only when employees are satisfied with their job and institution on the whole.

#### IV. REVIEW OF LITERATURE

**Shefali Srivastava, Rooma Kanpur (2014)** described QWL as “In organization they will be imposed with lot of stress. This stress has to be controlled to increase the performance of the organization. So Quality of Work Life is the tool that makes the employees to feel the job satisfaction and perform effectively in the contribution for the success of the organization. This QWL comes out various methods and outcomes which helps for the employees to focus on their work”.

**Bitu Parsa, Kahirudin Bin Idris(October-2014)** defined QWL as “Career advancement leads to only development in the career of the employees but Quality of Work Life leads to the improvement of many factors such as on Career growth, Development of employee’s career, Satisfaction of one’s job, Better health and safety conditions, Esteem needs, Social relationships and family relationships so it as gained importance in the recent years”.

**Ladislav Sojka(2014)** termed QWL as “The term QWL gained its importance only after 1998. Earlier its possible to attract the employers or employees in the organization by providing rewards and awards. But later the conditions changed, then it became to difficult to attract the employees in the organization. There came the concept of QWL. It focuses on attracting the employees and retaining the most talented employees in the organization”.

**T.S.Nanjundeswaraswamy and D.R.Swamy (2013)** described QWL as “Quality of Work Life is essential for every institution to attract new employees as well as to retain existing employees in this competitive era. Although technology replaces the employees but there should be the minimum necessity of employees for achieving the institutional goals. Through this QWL we can provide positive vibes to the employees that which leads to the employee satisfaction and work performance”.

**Mohammad Baitul Islam(2012)** described QWL as “Quality of Work Life has a critical thinking with broader meaning. It’s maintain the balance between the person life and Professional life. This professional life is related to the productivity and the performance of the employees in the organization. According to him they are 7 factors has influence on QWL they are as Work load, Family life, Transportation, Compensation, Working environment, Working conditions and finally Career Growth. These are the factors that influence on QWL”.

**Lokanadha Reddy, Mohan Reddy** defined QWL as “QWL can be measured with many factors and are even influenced with many factors. In his research he coined QWL as for the maintenance of balance of work life he identified factors like Job satisfaction occupied the first priority. Second, its Career Growth which is parallely followed by the Career Development in his research”.

**Nadler, D.A. and Lawler, E.E. (1983)** defined QWL as “As most of the workers becoming more literates than compared to earlier, they are planning and striving hard for the accomplishment of best work position. Certainly as the organizations are paying more interest towards the well being of development of employee personality. QWL has gained the importance in the recent years as since the employees are not able to balance that. So this QWL has helping for the acquisition of maintaining balance between Work life and Personal Life”.

**R. Balaji** Quality of Work Life is defined as “Employee’s spent most of the time in organization for completing their work. Earlier for the retention of employees organization used the technique of compensation. In recent trends organization are looking towards the concept of QWL as it benefits both the organization and for the development of individual employee as it focus on providing the information on balancing the organization life. Organization uses various techniques for the retention of the employees with their enterprise”.

#### V. RESEARCH METHODOLOGY

This article is conceptual in nature. Data collection was achieved by Online Websites, Magazines, Journals and the data is filtered to improve the quality of article.

##### OBJECTIVES

- 1) To access the most frequently used training methods by the Educational Institutions.
- 2) To evaluate the various compensation benefits provided by the Educational Institutions to their employees.
- 3) To access the various motivational tools adopted by the Educational Institutions.

##### Frequently adopted training methods by the Institution

Employees when they step in the institution they are like sponge, ready to absorb the information. So providing the best training method is the choice made by the institution.

##### Instructor – led classroom training

Class room training is the oldest and popularly used training method. Here the instructor creates a class room environment by sharing his knowledge in the form of seminar or presentations. The trainees can ask the questions to the instructor regarding that subject. It creates the proper relationship between trainees and instructor as it follows personal interaction.

##### Interactive methods

This method is similar to classroom training but it is a step ahead by adding interactive and group activities. Those activities include Case study analysis, Role plays, Group discussions, JAM (Just A Minute). These activities create enthusiasm for the trainees to learn new things and technology.

### **Hands – on training**

Some employees like to learn the things practically rather than preferring the same conceptual learning. Basically this method is widely favoured by the employees. In lecture training the trainees forget if they don't practice but in this method it helps for the retention of knowledge for the longer time as because they learned the things practically.

### **Computer based and e-learning training**

In this advanced scenario, the employees need to go on updating their knowledge. Only the updation of knowledge helps to survive. This can be preferably possible with the help of computer based training. This method of training is very simple with lesser bucks than compared to lecture based training methods.

### **Video training**

As the video is the combination of sharing the information with description, audio and animations. Most of the trainees feel that through video training they can learn very easily and comfortably as most of the videos provide the images of each and every step. This video training helps to learn the innovations very easily.

### **Coaching and mentoring**

Training doesn't always include lecture method nor the video or the computer based learning methods. Sometimes the best learning chances happen in human interactions are through mentoring and coaching. This mentoring process helps the trainees to feel more comfortable with their work which eventually leads to the increase in the performance.

### **Compensation Benefits provided by the Institution:**

Employees are the major assets to achieve organizational goals. For the retention of employees the private Institutions provide various compensation benefits in the form of monetary benefits nor in the form of non-monetary benefits such as (salaries, bonuses, allowances, incentives).

#### **Insurance**

Institutions provide accidental insurance and life insurances to their employees. This provides the emotional security and stability to the employees.

#### **Retirement Benefits**

During the stage of retirement of the employees, institutions provide certain benefits such as pension plans, rewards and awards for the services the employees provided so far to the institution.

#### **Hospitalization**

Some of the institutions provide hospitalization benefits as the part of compensation techniques for the retention of the employees. This hospitalization benefits include the free scanning of their body and check-up. This helps to know about their health condition.

### **Variable pay**

Variable pay involves the additional compensation paid to the employees based on their performance. This encourages the employees to perform better so that they can receive more variable pay from the institution.

### **Equity pay**

Some institutions compensate their employees by offering their shares to the employees at the lower price because of their exceptional services offered to the institution. This is mostly given to the senior employees as they served this institution for many years.

### **Voluntary benefits**

Voluntary benefits are the benefits that which is voluntarily provided by the institution to their employees. These benefits may include 3 days of leave apart from weekends, bonus during festivals, transportation benefits during night shifts to the employees, fitness programs. These benefits vary from institution to institution as those are voluntarily provided by the institution.

### **Other benefits**

Few institutions offer car, flat many more electronic gadgets to the employees as compensating the employees is very important for the retention of the employees for the longer period.

### **Various motivational tools followed by the institution**

The long term sustainability of any business depends on the retention of the employees. To retain the employees the institution follows various motivational techniques such as

#### **Get to the root of the problem**

There are many factors that contribute to the lack of the problem. Recognising the problem and providing the solution with experts will increase the emotional stability of the employees. This is the way to strengthen the employees through motivation.

#### **Better ways to motivate the employees**

Apart from the salary, pay rises and best employee of the month awards there are other motivational methods. It is surprise to know that the highest paid officials in the institution are not happy and they need a sort of motivation for the relaxation.

#### **Focus on the employees**

It is not necessary to focus on all the employees, the managers can focus on the employees who really need attention. This focus increases the confidence and it helps to the completion of the work within the deadline.

#### **Grab negativity in the bud**

It is quite common to spread negativity more than positivity. The flow of information is important but



nowadays negative information flows faster than the positive manner. So it is necessary for the institution to flow the correction information by dipping the negativity.

#### **Provide training**

Training the employees is the part of motivation. Through training the employees learn and helps increases the self-confidence of the employees as it reduces the gap between the lack of skills.

#### **Give constant feedback**

For the institution to get success it is necessary to get the feedback of the employees. Through this feedback they can monitor the performance of the employee. Depending on the performance the method of motivation will be chosen to the employees.

#### **Communicate often**

Open communication with employees put a check to many problems. Proper communication with the experts provides the solution that can stop the problems. Speaking with employees can share the various ideas that might increase the standards of the institution and allows to achieve the goals easily.

## **VI. RESULTS AND DISCUSSION**

The research study indicates that the Quality of Work Life is influenced by various factors in the Institution. According to many of researchers there are 7 major elements on which Quality of Work Life is influenced mainly Work load, Family life, Transportation, Compensation, Working environment, Working conditions and finally Career Growth. The study also indicates that Quality of Work Life is very essential for the balancement of both the Working life and Individual Life. Working Life is essential because it has been found that the human spends more than 8 hours a day in the Institution, so its important for the Institution to retain the employees which has become the major challenge. Individual life are measured on various factors like Esteem needs, Social status, Family relationships. Many of researchers found various techniques and factors that contribute on Quality of Work Life.

## **VII. CONCLUSION**

Quality of Work Life is considered to be as term that has the broader meaning with different definitions quoted by various authors. It is the term that includes both the work life experience and individual life experience. To attain the fulfilment in the work life experience the organization provides certain benefits like rewards, awards, career promotions. But the later on organization through the concept of Quality of Work Life recognized that employees work life experience can be fulfilled only with Job Satisfaction, Job Security, Safety and Health measures of employees by the organization. Apart from this there are even several techniques that which improve the Quality of

Work Life such as Quality Circles, Job Redesign. So if these techniques are properly followed by the organization there will be a progress in Quality of Work Life for sure. In coming to the individual life experience they are various factors that measures such as Esteem needs, Social status and their attitude. So if these can be put in control the employee can become a stress reliever that which helps him to focus on their career growth. Finally it is true to conclude by saying that high degree of QWL leads to Job Satisfaction which eventually increase in the performance of the employees.

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